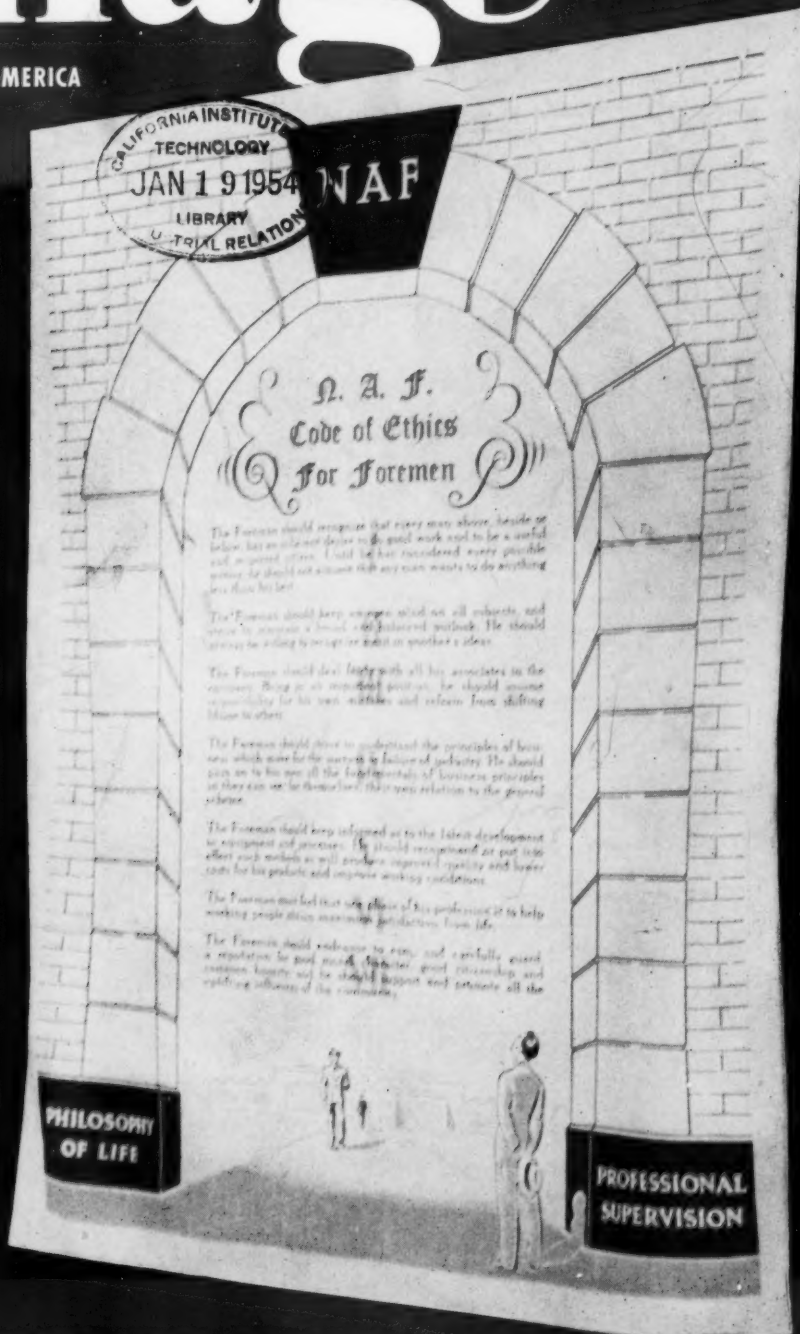


JANUARY 1954 • FORTY CENTS

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



"WHAT THE FOREMAN WANTS
FROM EXECUTIVE MANAGEMENT"

(See Page 8)



De Soto's new instrument panel has Continental styling, dials closer to driver.



Luxurious new interiors are decorator-matched to car colors.

The new 1954 **DESOTO** AUTOMATIC

...as easy on the driver as it is on the eyes

NEVER in De Soto's history has a new car been introduced that has caused so much talk as this new 1954 De Soto Automatic.

What kind of talk? Well, for one thing, people are saying that it's the handsomest De Soto ever built. Its new, forward-looking lines are sleek, exciting, inviting.

They're saying that De Soto's new type of fully automatic transmission, **POWERFLITE**, takes you from standstill to cruising pace as quickly as... *that!* And does it smoothly, silently, with no momentary pause or hesitation to "catch its breath" between gears.

They say they've never tried anything approaching

the jet-like take-off of the '54 Fire Dome V-8 (now stepped up to a full 170 h.p.), or the famed, lively Powermaster Six.

They say De Soto takes away handwork and footwork with Full-Time Power Steering and Power Braking—that it stays on an even keel around sharp curves with No Sway Ride Control—that it keeps you cool in summer with real De Soto Airtemp air conditioning.

They say all this, but *you* be skeptical. See the proof today. Let your De Soto dealer show you how De Soto *puts you ahead automatically!*

De Soto Division, Chrysler Corporation, Detroit



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DESOTO-PLYMOUTH Dealers present **GROUCHO MARX** in "You Bet Your Life" every week on both RADIO and TELEVISION... NBC networks.

You can't
buy a **better**
"soft" hammer
— anywhere!



JAW-HEAD



FACES REPLACED IN SECONDS!

Just loosen a nut and old faces are easily replaced. Tighten nut, faces are in vise-like grip.

- Available from leading industrial suppliers. Also C/R Rawhide mallets and Rawhide mauls.

You get plenty of power and full protection for delicate parts and fine finishes in these tough, resilient water buffalo faces. And faces are easily, quickly replaced. You have a comfortable, non-slip grip with the Safety-Flare handle. Work with the best "soft" hammer — make sure it's a C/R **RAWHIDE Jaw-Head**.

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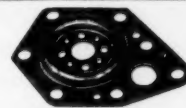
MECHANICAL LEATHER PRODUCTS

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SYNTHETIC RUBBER PARTS

Custom-engineered, chemically specialized and custom-built for critical service in aircraft, automotive and other mechanisms.

ABOUT THIS ISSUE

"What the Foreman Wants from Executive Management" by Louis A. Rosenthal, presents some excellent ideas for top management to consider. It's on page 8. Turning to page 10, you'll find William M. Freeman's "Business Notebook," a new feature which will appear regularly in MANAGE magazine. Mr. Freeman's entertaining style of presenting business news will make you want to turn to "his page" each month. You'll learn about "The Biggest Problem and the Greatest Opportunity on Earth" by reading Wade E. Shurtleff's story of the same name on page 12. It's a summary of a conference at the 30th Annual NAF Convention in Milwaukee. Alabama Governor Gordon Persons gives his reasons for signing his state's new Right-to-Work law on page 15. The Pullman Company "tells all" in "How the Pullman Company Benefits by Its Talk-It-Out Policy." See page 16.

ON THE COVER



The two very personable young men pictured on the January 1954 cover are the sons of Vincent W. Owles, Jr., NAF director. Arthur, 11, and Paul, 6½, have attended all recent conventions and board meetings with their parents. They are interested in the NAF and follow their father's work on the board. The camera caught them engrossed in the NAF Code of Ethics for Foremen at the 30th Annual NAF Convention held in Milwaukee last September.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

JANUARY, 1954

VOL. 6, No. 5

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THIS ISSUE'S TOTAL CIRCULATION : 60,438

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; MARION KERSHNER, First Vice President; WILLIAM S. DIFFENDERFER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 60,000 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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What's **Top Management** Thinking About?

Well—think this over:

A company must give fair values to its customers, or it won't have any business.

It must pay fair wages, or it won't have any employees.

It must earn profits for its owners—otherwise they'll close it up and put their money in something else.

It must keep the plant modern and efficient—or the whole enterprise will end up in the scrap yard.

You're a Part of Management. These Problems are Yours Too!



Foremanship Foundation, Inc.

DAYTON, OHIO



*A non-profit organization
supported by companies who
believe that America's Foremen
help steer America's future.*

The MANAGE FORUM

THE EDITOR SAYS...

THIS beginning of a new year is a good time for management men enjoying the benefits of membership in the NAF fraternity of management teams to resolve that they will prove their loyalty and ability to their sponsoring companies.

The basic principle upon which all types of "teams" must be founded is the ability to accomplish worthy achievements which cannot otherwise be attained. School athletic teams play hard to win for their alma maters. Civic clubs justify their existence by making their respective communities better places in which to live.

There are a lot of different thoughts floating around the country today on what the "greatest undeveloped resource of American industry" might be. Some say it is vast deposits of uranium yet undiscovered. Some say it is atomic energy not yet harnessed. Others contend it is better labor-management cooperation. Contentions like these are easy to say, impressive to hear, but difficult to prove.

I say the greatest undeveloped resource of American industry is management unity—as the NAF is proving it. Development of this particular resource is resulting in good for everybody concerned with American industry, which takes in millions of foreign folks as well as our 160,000,000 citizens. NAF management unity can result in more efficient production, bigger paychecks and more security benefits for everybody, better products for less money, safer and more pleasant working conditions . . . and a reaffirmation of the general belief that the only way of life which upholds the dignity of man is free enterprise in a democracy.

Management unity based on NAF principles is good leadership. Nothing else. The NAF has no monopoly on good management principles, but since 1925 this particular national movement (about to become international on a large scale) has been dedicated to making a non-profit, non-partisan business of developing industrial management teams which function on principles that are flawless from the standpoint of good business and Christianity.

Proof of results?

E. W. Emery, president of the Chicago Rawhide company, tells how his firm has expanded 400 per cent in the past eight years. "Without the NAF influence to expand our management force as a competent team of leaders, the expansion would have been impossible," he says.

An Ohio company's NAF club sponsored a continuing good-house-keeping program when the reject rate of its product was 13 per cent—and quickly the rate fell to eight per cent and has stayed there. In less than a year, this management team saved its company \$600,000. In the 18 months following the institution of the NAF club program, not a single man-hour was lost from accidents. The previous 18-month period showed a loss of 13,464 man-hours from accidents in the company's operations.

The Convair Management Club at Fort Worth got behind a materials conservation program in 1952 which saved the company \$1,200,000 in that one year.

(Continued on page 34)

And the READERS REPLY...

WASHINGTON REPORT

To the Editor:

Reading the referenced article, (November Washington Report), left me a little surprised and irritated.

Surprised because of the shortsightedness of Mr. Arbeen in writing such an article without considering all of the facts. Here are some that he obviously overlooked:

1. Lt. Col. Pivnev evidently attended an open meeting of the American Rocket Society at which all of the material was adequately cleared by Defense Department authorities of all classified material before presentation.

2. High altitude research is not a matter of "vital national security" as evidenced by recent articles in many national magazines such as Aviation Week, Aero Digest, Colliers and others on the V-2 high altitude research project, the Martin Viking, etc.

3. The American Rocket Society is a world-wide organization listing many personalities, libraries and organizations in Iron Curtain countries on its roster. All material in the ARS Journal and subject matter for speeches must be cleared by the Defense Department before publication or presentation.

4. Lt. Col. Pivnev probably had as much right to attend the meeting as the three Russian Generals had in inspecting the latest British aircraft at Farnborough, or our best at Cleveland, Dayton and Washington during recent air shows.

My irritation stems from the fact that this article seems to be another left-handed slap at our security system. True, it isn't 100 per cent effective yet we must respect such laws for the good of the country and to protect our defense efforts. In my opinion it is best not to damage this respect by incomplete, misguided information such as contained in the referenced article.

Very truly yours,

William C. Strang
Member Convair Pomona
Management Club
Member American Rocket Society

* * *

ED—Mr. Arbeen says (1) he meant no offense to the Rocket society; (2) he's glad his column is being read, and (3) he still thinks Russians have too many privileges in the U. S.

(Continued on page 34)

MANAGE January 1954



Put yourself in this worker's place . . .

**You'd know immediately why
new Scott Industrial Wipers
are setting a new standard
for industrial wiping**

Scott Wipers are disposable. A thrown-away wiper carries harmful liquids and metal chips with it, thus protecting the workers from major causes of crippling dermatitis.

Within just a few short months, Scott Industrial Wipers have taken hold *fast*. More and more key men are finding that industrial wiping can be scientific—a regular phase of production.

These strong, absorbent Scott Wipers are designed for almost any wiping job. They are uniform in size, color, and absorbency. One Scott Industrial Wiper can be used several times before being thrown away.



SCOTT PAPER COMPANY

Experience shows that it will be to your advantage to let us make a survey of your individual requirements to see how Scott Industrial Wipers can best fit into your operation. For more information, fill out this coupon or contact your local Scott distributor.

For further information, fill out the coupon and mail to Scott Paper Company, Dept. M-D, Chester, Pa.

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Here's a direct-from-the-shoulder story from a man who has been "through the mill" as a foreman in free enterprise industry. He's climbing on up the ladder now, but before he strays too far from the foremanship field he directs some well-chosen words of advice to top management. It is a good story, one which everybody in American industry from organized labor to board chairmen ought to read and understand.

What the Foreman Wants From Executive Management

By Louis A. Rosenthal

Louis A. Rosenthal is a 53-year-old production superintendent in a Cleveland, Ohio, electric products factory. He has been in industry for 33 years. In submitting his article to *MANAGE*, he wrote: "With age, we develop insight and perspective. Our judgment and reasoning powers improve, and so—thanks to a wealth of experience—does our ability to distinguish 'wants' from 'needs.'" As you can understand from his article which starts on this page, Mr. Rosenthal is the kind of management man who makes his professional associates glad to be identified with him.

is a member. Self-preservation enforces the order of importance among his concerns. As a supervisor, he needs some cooperation from other people, and he bargains for that cooperation. That principle is basic to the personal practice of freedom. As individuals, we try to look after ourselves and families. We seek food, shelter, and all sorts of things that union members seek and often find through their union affiliations. Labor unions involve

LABOR leaders favor an amendment in the present Taft-Hartley act to redefine the term "foreman" in the act. They claim that the law has permitted production workers to be classified as foremen, thus taking them out of the bargaining unit and putting them on the management side. They insist that the act should exclude those whose only supervisory duties consist of giving directions to workers, and that the act should include only those who are the front line of management. Those who are opposed argue that the proposal would narrow the definition of supervision and weaken the present act in an important particular. They further argue that all management representatives should be excluded from unions.

We foremen are living in an age of growing collectivism. In a way we stand as an unique group in that we are able to be of service to both management and labor. As a group, we stand alone a great part of the time. I believe that this is a field where collective bargaining does not apply, where there are special circumstances which make a union's presence actually and philosophically undesirable.



Modern foremen are the links between the unions and top management, and in many ways, they can be rightfully classified as neutral employees. It is my contention that neutral employees need more protection, not less. Certainly the moral obligations of a foreman move from himself and family outward to the company of which he

the principle of self-government, and in most cases bad unions can be attributed to the lack of intelligent participation on the part of the union members. This brings about an abuse of power by some union leaders that is bad for the members, bad for industry and bad for the whole economy. Every group, whether it is a nation, busi-

ness organization or labor union has the same problem. Every group must have a leader. The problem is to control the leader's power. Foreman-management problems require cold, hard thinking about ethical and moral questions as well as business implications. To many foremen, last week's hopes are this week's frustrations. Loyalty is a two way street. It isn't only the supervisor who should be loyal to his company. It works both ways.

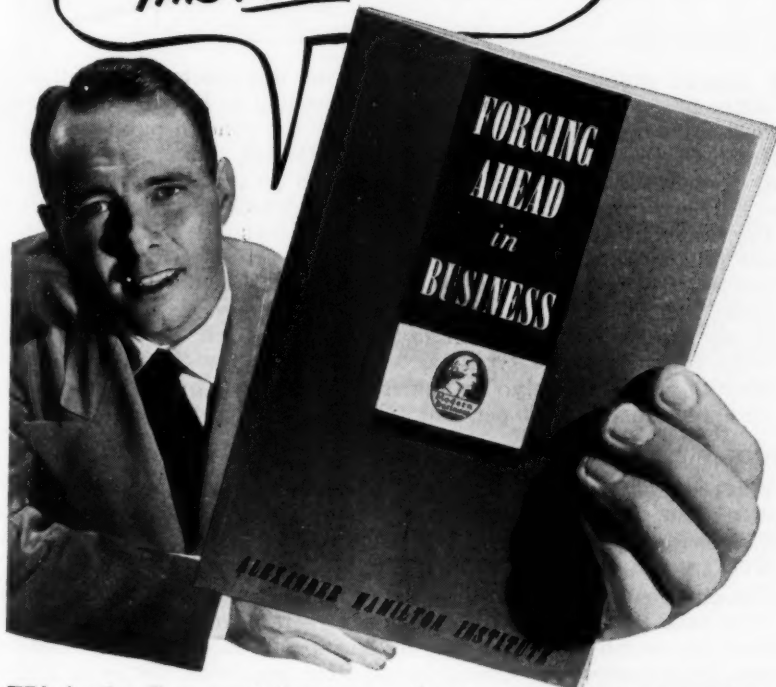
What's a foreman? The title stands for many things. Every foreman and supervisor knows what a wide variety of answers, some unprintable, he could get to that question. Twenty years ago the foreman wasn't much of a figure. He was expected to make certain that the workers came to work on time and that if the machinery needed oiling or fixing, he helped oil or fix it. Today, as labor's direct point of contact with the company, the foreman is something more than an immediate and visible boss. He must also double as arbiter, teacher, and father confessor. Smart management does perceive and recognize the pivotal and exacting nature of the foreman's role in the "new era" just ahead. Their supervisory programs are orderly, long-lived, soundly based and carefully devised by the best brains and experience in the field. The National Association of Foremen is generously cooperating with progressive management in helping them develop and maintain fully effective organizations with fully qualified supervisors, thoroughly trained and enthusiastically cooperating in carrying out their respective jobs. As a NAF member, I am thankful for these significant contributions in qualifying the foreman for his multiplying duties and responsibilities in this Atomic Age. It has given a palpable and surging lift to the spirit of many thousand NAF men.

We should be mainly concerned with that trickle-down management philosophy of many companies which refuse to move with the times. The American people have reasons to be quietly exultant over the change that has taken place in

(Continued on page 24)

MANAGE January 1954

EVERY MAN EARNING LESS
THAN \$10,000 A YEAR
SHOULD READ
THIS FREE BOOKLET



If he has the will to succeed, there is no reason why any man of normal intelligence should suffer the smart of failure.

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This inspiring, 48-page book explains how you can bridge the gap between your present job and the one above—how you can prepare now to meet the challenge of future opportunities. It examines the popular fallacies about business that have stalled the progress of so many men, and points the way to new and exciting avenues of achievement. And it outlines the

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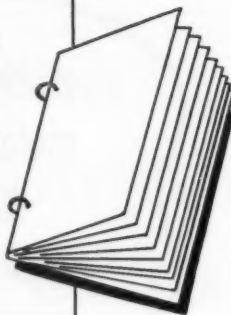
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BUSINESS NOTEBOOK

by William M. Freeman



IT doesn't sound possible, but American manufacturers of instant coffee preparations are shipping their product to Brazil, home of the bean itself, where it seems to be wanted by the general public.

Brazilian growers don't like this one little bit. Among other things they seem to be afraid that the powder can be made from beans of a tree that grows in more temperate climates, which would be disastrous to the Brazilian economy. Further, there is a possibility that the instant coffee might be disliked by drinkers who have been coffee buyers and might switch them permanently from all types of coffee, including the original.

In any case, coffee prices will go up sharply by mid-1954 (the rise has already begun on some types) as a result of a frost that hit the best producing areas last July. Estimates of the damage vary, but it seems to be agreed that 50 to 70 per cent of the trees were severely hit.

INCOME

What is your annual income, and how much was it during the war? Never mind, for the moment, what's happened to prices and what you can do with the income you get. In terms of dollars, not purchasing power, are you better off or worse off?

The chances are that you have many more dollars. The average gain (before taxes) was \$850 in the half-dozen years from 1944 to 1950. These dollars are counted by the Office of Business Economics of the Department of Commerce, which usually is highly accurate. The only trouble with these pleasant figures is that much of the increase represents inflation, higher prices and consequently less of a real advance. Only part of the increase was real in terms of purchasing power.

FLAMMABLE

Take a look at the next oil or gasoline truck you happen to pass. Is it marked "flammable" or is it tagged "inflammable"? It could be either, and probably is. One major dictionary defines the first word as meaning the second, and vice versa. Just the same, "inflammable" sounds as if it meant "not flammable," which suggests that it would be all right to test the truck with a match. (Don't try it). For the record, the insurance people are trying to get everyone to agree that "flammable" means "will burn" and "inflammable" means "won't burn." Signs that warn "Danger—will burn!" are altogether too simple a solution, of course.

ECONOMICS

Elementary Economics, Course 101, Professor Freeman at the blackboard: Our subject today is "How to Predict a Depression." First off, eliminate all semantic difficulties by arbitrarily ruling that depression, recession, downturn, setback, disinflation, settling process, technical adjustment and similar terms are synonymous.

Next, study history: Every time there has been one of these depressions (or whatever) in the past, what did the authorities, the professors, the economists and all the other self-proclaimed experts say in the year preceding?

How the optimism did flow! One and all, perhaps knowing how unpopular pessimism can be, they said the depression wouldn't happen. They said it cautiously, citing various economic indicators that suited them, and ignoring the others. They hugged the trunk of the tree instead of climbing out on a limb, and they said that there simply couldn't be a depression in view of so very many rose-colored factors in the economy.

Next, what are all these experts (or their descendants) saying now? Well, since you mention it, they're saying there won't be any depression. (All of which means that either they are right or they are wrong).

EYE-POPPING

The advertising mind is still dreaming up eye-popping ideas, especially the advertising mind resident in Hollywood. The latest, unveiled for a month's run on Hollywood's Sunset Strip, is an outdoor billboard advertising the Sahara Hotel in Las Vegas. Included: A reproduction of the hotel's front, a lawn, clouds, several trees and a swimming pool with six live bathing girls. (Nine girls on the job, splashing in relays from noon to midnight).

LIGHT WEIGHTS

Here is a suggestion for the husbands who are always under pressure from the little woman to keep their coats on in the evening, lest the Joneses drop in ("Mr. Jones always has his coat on, so why can't you look like a gentleman, too?") and be scandalized at seeing the Head of the House in his shirt-sleeves.

All you need to do is wear a lightweight summer suit, preferably a dark one, at home in the long winter evenings. It makes sense when you reflect that houses are heated to suit the little woman, who wears little more than two or three thicknesses of nylon or cotton and expects her husband to wear several thicknesses of cotton and wool, with the coat heavily padded and lined.

Clothing manufacturers, aware of this contradiction, have started to offer evening clothes made of light tropical worsteds that take readily to the steam heat that the wearer of a strapless evening gown must have to bar pneumonia.

(Continued on page 28)

The NEW M.S.A. Gasfoe Respirator

*—designed to meet on-the-job demands
for worker comfort and efficiency!*



Workers get what they want in respirator comfort and protection when the M.S.A. Gasfoe is on the job. There are no distracting corners or edges to block vision or give workers that "closed-in" feeling which hinders comfort and efficiency. Its compactness and smart design boost worker acceptance.

Economy is a big feature of the Gasfoe, too. All parts are independently replaceable. In seconds, the wearer can replace any item that has worn out after extended service, and have a good-as-new respirator back on the job. The service life of the Gasfoe Cartridge is approximately one-half that of the dual Cartridge used on the U. S. Bureau of Mines Approved Type Chemical Cartridge Respirator. Bulletin 1007-1 gives all the details. Write for it today.

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M-S-A GASFOE HOOD

You get face, neck and shoulder protection from splashes, with this roomy comfortable hood. A large plastic window provides full vision, and is easily replaceable if scratched or marred. Made of plastic-coated cloth, for extra-long life. The M.S.A. Gasfoe Respirator, vinyl window, and chemical cartridge are all independently replaceable.



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(This is a summary of a conference conducted by Mr. Shurtleff at the 30th Annual NAF Convention in Milwaukee.)

The Biggest Problem and the Greatest Opportunity On Earth!

By **WADE E. SHURTLEFF**

Director of Industrial Relations
The Standard Products Company
Cleveland, Ohio

THE biggest problem and the greatest opportunity on earth confronts you and the management of your company.

For 200 years we in American industry have been centering our attention on improving our material efficiency through research, technological improvements, and the use of large-scale, mass-production techniques. Under our system of democracy and private ownership we have taken full advantage of the Industrial Revolution. Our industrial progress has been one of the miracles of the world. The payoff has been the highest standard of living in the world.

But while we have been progressing technologically, we have ignored the fact that this has accentuated the difficulty of working with and through people in industry.

From the standpoint of material rewards—the paycheck and what it will buy—the American worker has been progressing at breakneck speed. But the progress we have been making in mechanizing, specializing, and channeling our production into larger and larger plants, has taken away from the people who work in industry a sense of usefulness and importance. It has made their work less meaningful.

In short, the progress we have made on the material side of the ledger has compounded our troubles on the human side.

Where we have mechanized and specialized the most, we usually find the work performed by our



employees the most monotonous and repetitious. Their jobs have been de-humanized.

Not only does the employee find the skill taken out of his job, but he himself is reduced to a payroll number. He has a difficult time expressing his creative capacities.

Perhaps this description of many jobs in industry sounds harsh. But it is time we face the truth. For we know that in much of industry an employee might just as well check his personality and individuality at the factory gate when he rings in each morning. As a result, many employees have little love for their jobs. They do them only because their employers pay them so many dollars-and-cents per day. For he is selling eight hours of his life each day, 40 hours of his life each week. And that is why it appears sometimes that some workers will never be satisfied no matter how much they are paid per hour. For who can set the value on a minute, an hour, a day, or a year of life—and please the seller?

Some of us in industry like to shut our eyes and say it isn't so.

But you men know that if we don't progress faster in solving our human problems, then we may see our industrial progress slowed or even halted. You just can't blind yourself to the featherbedding, apathy toward work, chiseling, lack of loyalty or identification with the company, the belligerent attitude toward management, lack of discipline, and the host of other symptoms of labor unrest, dissatisfaction and discord which plague industry. Most ironical, you see the world's most mechanically-minded workers putting more and more restrictions on output.

For years it has been growing more and more difficult for us to work with and through the people in our shops, mills, and mines.

Our progress in managing men just has not kept pace with our technical progress. The sociologists call this a "cultural lag." But we call it trouble.

What is management doing or going to do about solving the human problem in industry?

First, it is becoming increasingly aware of the problem. It is ex-

aming its shortcomings and responsibilities and blueprinting a course of action.

General Foods' Chairman Clarence Francis puts it this way:

"You can buy a man's time, you can buy a man's physical presence at a given place, you can even buy a measured number of skilled muscular motions per hour or day. But you cannot buy enthusiasm; you cannot buy initiative; you cannot buy loyalty; you cannot buy the devotion of hearts, minds, and souls. You have to earn these things. It is ironic that Americans—the most advanced people technically, mechanically and industrially—should have waited until a comparatively recent period to inquire into the most promising single source of productivity: namely the human will to work. It is hopeful, on the other hand, that the search is underway."

"A second Industrial Revolution," says *Time* magazine, "is sweeping through U. S. industry. Its purpose: To give the American worker a sense of usefulness and importance (and thus improve his work). Its goal (stated in one sentence): to make life more fun by making work more meaningful."

Smart, progressive management is moving in on this problem of human relations in industry. Just as billions of dollars and countless man-hours of effort have been spent by management to perfect machines and materials, we are about to see the same expenditures of money and time spent to improve the human side of business.

It is becoming increasingly apparent that good employee relations play an ever-more important role in operating a profitable company. That is why progressive management looks upon the solution of the human problem in industry as being the great profit opportunity on earth.

Here is how Henry Ford II put it in a talk before the Society of Automotive Engineers in Detroit:

"If we can solve the problem of human relations in industrial production, I believe we can make as much progress toward lower costs

(Continued on page 18)

MANAGE January 1954

It isn't KENDEX* unless it's KENNAMETAL*

KENDEX* is the
Registered Trade-Mark
of Kendex Tools
which are made
exclusively by
Kennametal Inc.



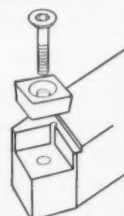
How KENDEX* Works



Hard, strong, wear-resistant Kennametal is molded into square, round, or triangular Kennametal inserts, which are precision ground.

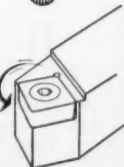
2

Kendex inserts are mounted to suitable tool holders with socket head screws.



3

When edge becomes dull, insert is turned to new cutting position. When all cutting edges have been used, insert is thrown away; no regrinding.



*Registered Trade-Marks

KENNAMETAL*

CEMENTED CARBIDE TOOLING
THAT INCREASES PRODUCTIVITY

SALES OFFICES IN PRINCIPAL CITIES





While The Old World Laughed

I

MOST of the events that shaped the world were small at the time they occurred; in fact, many of them appeared ridiculous.

When Karl Marx penned the Communist Manifesto in a grubby garret, when Adolph Schickelgruber planned revolution in a dingy beer hall, they were in each case regarded more with ridicule than with apprehension.

When the Founding Fathers drafted and signed the Constitution of the United States of America, the event aroused more amusement than respect in the stately halls of Europe.

Here was a group of thirteen backward, underpopulated, undernourished, squabbling colonies attempting to unite into a harmonious and prosperous nation.

The "experts" (basing their judgments on European history) could prove that this infant republic could never "make the grade."

II

BUT the "experts" reckoned without a new social and economic factor: *for the first time in history government had been made the servant instead of the master of the people.*

For the first time in history man was guaranteed the right to work as he pleased and keep the fruits of his labor.

For the first time in history private property was defined as a *natural right* instead of a favor

granted by the Crown and subject to the whim of the Crown.

For the first time in history a large area of the world was free from governmental restrictions on the voluntary movement of men, money, and goods across state lines.

III

ALL these things came from the thought and planning of that handful of men who drafted and set their names to our Constitution.

It is doubtful that any other group of men in all history possessed the wealth of learning displayed by those "country bumpkin statesmen" who gathered in Philadelphia in 1787.

Within the boundaries of their combined scholarship lay most of the recorded political, social, and economic wisdom of all time.

Today we are too apt to forget what these men did and what it *still means* to us.

Our Constitution has proven to be the most durable in all history: in terms of uninterrupted service it is the oldest in the world.

During the next 11 months, on these pages, we will try to portray to you the *present day importance* of the Constitution.

Perhaps you would like to tear out these pages each month so that at the end of the year you will have a complete set.





GOVERNOR GORDON PERSONS

"It is just simply inconceivable to me that anybody should be forced to join any organization under any circumstances."

"MAINLY, this bill provides that no person shall be denied the privilege of working because he does not belong to a labor union and that no firm shall be forced to deduct union dues from the salary of the worker.

"Our labor union friends contend, and rightfully so, that unions have helped make possible better working conditions and higher wages. Because of this they feel that all employees in a unionized plant should be forced to join the union and that union dues be deducted from pay checks in what is known as the 'check-off' system. Union officials refer to those who do not desire to belong to the union as 'free riders' because such non-members obtain benefits of unions without helping pay for such benefits.

"Along with this same line of reasoning is the fact that our churches are the greatest organizations in the world. They have done much for all mankind. Yet, no citizen is forced to belong to any church or required to pay church dues.

"Unquestionably the American Legion, the Veterans of Foreign Wars and other service organizations have done much to provide benefits to the veterans. Yet, it is

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Alabama Governor Signs New Right-To-Work Bill

Governor Gordon Persons of Alabama recently signed his state's new Right-to-Work law. The law prohibits both the closed and union shop, and here are the reasons set forth by Governor Persons for his endorsement of the statute.

not required of any veteran that he be forced to join any of the service organizations or required to pay dues to any of them.

"As a matter of fact, individual labor unions themselves have the right to say whether they belong to the AFL, the CIO or, in the case of others such as the railroad organizations and the UMW, to remain free and independent unions.

"The Alabama Farm Bureau Federation has done much for our farmers. Yet no farmer is forced to be a member of the Farm Bureau or to pay dues to them unless he so desires.

"The Alabama Education Association is the organization which represents school teachers and, while the AEA has worked to provide for higher wages and safeguard working conditions for the teachers, those who do belong do so of their own free will. They are not forced to join the AEA nor do they have dues deducted from their salary checks.

"The various business organizations, including those representing automobile dealers, grocery stores and drug stores in Alabama, have unquestionably been of much assistance to their members. Yet, no business firm or factory is forced to become a member of any organization.

"Many other such examples could be given. It may well be that workers in some of our northern states do not object to being required to join the labor organization in their plant and have no feeling about being forced to have dues deducted from their pay checks.

"However, in the South we have free and independent workers. Many wish to join labor organizations and do so. Certainly that is their privilege. On the other hand, many do not like the idea of being forced to join any labor union as a condition to work. Neither are they agreeable to having union dues deducted from their salary checks.

"Those who first settled in our great country did so because they wanted to. It has always been a tradition in America that any man could do as he pleased as long as he did not violate the laws of our land.

"In my opinion, all of our labor unions will be far stronger and the members in them will have a far greater interest and respect in the organizations if membership can be shown to be desirable and they are not forced to join.

"Because I believe in free labor and free enterprise I am today signing the 'right-to-work' bill."



PULLMAN CAR SERVICE employee conferences are informal affairs where both employees and members of management "talk out" problems of mutual interest in an atmosphere of relaxation. These "give-and-take" sessions have developed a closer working relationship between management and employees.

WHAT happens when management and labor sit down together and frankly express their opinions about company policy, employee attitude, personal service, customer satisfaction and a hundred other kindred subjects that stem from the job of catering to the traveling public?

In such give-and-take sessions where no holds are barred, it would be only natural to assume that "fireworks" often punctuate the running exchange of thoughts, ideas and suggestions. Certainly, this must be the case if the general history of labor-management meetings is a criterion.

Fortunately, however, there are certain outstanding exceptions to the rule. A number of companies throughout the nation have instituted programs that are paying excellent dividends in employee good will. This trend on the part of a few could well become a pattern for all industry. Let's look at the "talk-it-out" program that has been developed by one of America's largest public service organizations.

Seven years ago, The Pullman Company decided to meet at least once every 12 months with its conductors, porters, commissary attendants and bus boys. These car service employee conferences had three fundamental objectives:

1. To improve the service given customers of Pullman.
2. To clear the air of any problems that might be bothering either employees or the company itself.
3. To develop a closer working relationship between management and its primary contact with the traveling public.

What actually prompted the idea for the conferences was an aware-

How The Pullman Company Benefits By Its *TALK-IT-OUT POLICY*

By A. E. Greco

*Asst. to Vice President, Traffic
The Pullman Company
Chicago, Illinois*

ness on the part of the company in 1946 that its customer service needed renovating. The extreme pressure of World War II had strained the basic conception of personal courtesy and attention to detail to the breaking point. All service organizations were faced with the same general situation, and Pullman knew that certain well-defined steps must be taken to build for greater customer satisfaction.

In line with the times, a new twist went into the planning of the conferences. "The day has arrived," management said to itself, "when the company and the people in the front lines of service must share ideas and exchange views as to how passenger comfort, convenience and well being can be improved." In effect, management was saying that it would not monopolize the conference discussion. Instead, it would express its points and then listen to the thoughts and suggestions of its conductors, porters, commissary attendants and bus boys. For the first time, it was to be a two-way street.

Another innovation introduced at the time also was contrary to the accepted scheme of things. The company announced to its car serv-

ice employees that attendance at the meetings would be voluntary. Just as significant was the fact that conference sessions would be held on employee time at least once a year in every section of the United States and Canada.

At the initial meetings, representatives of Pullman outlined the objectives of the new program and urged each of the employees to think of himself as a member of a team—a company team working harmoniously to render quality service to the traveling public. "In the eyes of the average customer," car service people were reminded, "you personify The Pullman Company itself. Accordingly, your every action will have a direct bearing on the regard in which we are held by our customers."

The company then urged its conductors, porters, commissary attendants and bus boys to speak openly at all meetings without fear of reprisal. "Only by doing so can we exchange fundamental ideas that conceivably can enhance the quality of our service to the travelers." Employees also were told that they should not hesitate to discuss personal problems if they were so inclined. Furthermore, if they had any gripes or complaints they

should bring them into the open for thorough airing.

Conference sessions were purposely designed to be informal. Employees can relax without fear of company retaliation because no record is kept of attendance other than a numerical count. Since conductors meet independently of porters, commissary attendants and bus boys, the agenda for each of the conferences must be carefully planned inasmuch as subjects to be discussed differ somewhat.

From the very beginning, the company has had a strict policy in regard to answering questions and following up suggestions for improvement of service. The purpose of the conferences would be defeated, Pullman contends, if it failed to act promptly on inquiries that are honestly and sincerely asked by those in attendance. Quick action also is given to suggestions for betterment of service. In the seven years since the conferences were inaugurated, Pullman has received from its car service employees more than 20,000 suggestions and criticisms designed to improve personal courtesy and attention to detail. To expedite the handling of suggestions, the company devised a system whereby all expressions of opinion are processed immediately.

Despite the fact that conferences are held on employees' time, the 660 meetings in the 1952 series drew 98.5 per cent of the conductors and 98.1 per cent of the porters, available to attend. The company believes that the heavy attendance reflects the popularity of the meetings and is indicative of the interest of employees in bettering service and improving their jobs.

Interest in the conferences, however, is not confined solely to members of the Pullman organization. Often, local representatives of the Order of Railway Conductors (Pullman Division) and the Brotherhood of Sleeping Car Porters attend. Because of their genuine interest in the subjects on the agenda, representatives of the unions occasionally participate in the discussion and contribute fundamental suggestions for the improvement of service.

To further increase discussion at

MANAGE January 1954

its car service employee conferences, Pullman last fall and winter introduced a 20-minute, all-color, sound slide-film, entitled "Service Is Your Business." Stressing the importance of personal service to travelers using Pullman accommodations, the film fulfilled two primary objectives. Not only did it hasten the tempo of the conferences, but it also subtly reminded employees that service consists of little acts of kindness as well as the more obvious deeds that generally are taken for granted by the passenger.

The Pullman screen production opens in mythical "Center City," a community of 50,000 population, representing the number of persons who travel Pullman every night of the year. The film then traces the steps of an American businessman who takes an overnight trip from "Center City" to his home office at another point miles distant. As the narration emphasizes the importance of good service to Pullman customers, the film moves into the special assignment of car service employees, pointing up the duties of each and showing how courtesy to customers has its rewards in increased patronage and personal satisfaction in a job well done.

The film has been acclaimed by car service employees for its down-to-earth approach and because it does not "sermonize or preach" on the subject of personal service.

"What have the conferences accomplished?" The answer to this question contains two parts. First,

the company is proud of the 15,000 commendatory letters that it has received from passengers in the past seven years. In lauding the deeds of conductors, porters, commissary attendants and bus boys, Pullman passengers in a vast majority of cases refer to acts of service that have been discussed at length in the conferences between management and employees. In other words, customer satisfaction has been enhanced as a result of the meetings. From this standpoint alone, the annual sessions are invaluable. The second part of the answer concerns itself with the working relationship that the conferences have effected between Pullman management and its car service employees. In listening to the suggestions, opinions and criticisms of these men, Pullman has created a team spirit that reflects itself in a dozen different ways. Moreover, the recognition that Pullman gives to its employees has eliminated any feeling that "management does all of the talking and is not interested in our thoughts or feelings on any subject." Finally, the conferences have proved to be a vital force in maintaining mutual understanding and cooperation on a day-to-day basis, which is admittedly important in keeping a large service organization operating efficiently and harmoniously.

To repeat, this cooperative spirit between labor and management may be only a trend today, but it could well become the pattern for all industry tomorrow.

"SERVICE IS YOUR BUSINESS" is the title of the sound slide film from which this picture was made. Most of Pullman's porters and conductors have viewed the film at car service employee conferences.



THE BIGGEST PROBLEM

(Continued from page 13)

during the next 10 years as we made during the past quarter century through the development of mass production."

Willard E. Parker and Robert W. Kleemeier, authors of the book "Human Relations in Supervision," write:

"It is probably no exaggeration to state that in the average factory or office we now get only about one-third of maximum production from workers. Some outstanding companies which have developed excellent human-relations programs have increased their production as much as ten times. This is made possible in large measure by bringing greater job satisfaction to the workers, in other words, through improved morale."

Here is management's incentive to solve the human problem in industry. Here is what is sparking the second Industrial Revolution.

Why then, you might logically ask, are we not making greater strides toward solving our human problems in industry and taking advantage of this profit opportunity?

The answer is one that you have heard innumerable times during recent years. It is—a shortage. Not a shortage this time of steel or other materials, or of machinery or buildings. But a shortage of managerial people who can intelligently manage men at work. For while it is comparatively easy to find and employ supervisors with the necessary mechanical knowledge to build automobiles or egg beaters, it is difficult to find supervisors with the "know-how" to manage the men who run the machines.

The Bureau of National Affairs, Inc., the nation's largest human relations fact-finding organization, recently asked its panel of 180 human relations experts about the emphasis their companies put on job knowledge as compared to ability to manage people. Human relations was overwhelmingly considered by these industrial executives as a more important factor in supervisory selection than job



JANUARY 21-23, 1954
Board of Directors Meeting Louisville, Kentucky
FEBRUARY 1-5, 1954
Management Unity Seminar Dayton, Ohio
APRIL 5-9, 1954
Management Unity Seminar Dayton, Ohio
JUNE 7-11, 1954
Management Unity Seminar Dayton, Ohio
AUGUST 9-13, 1954
Management Unity Seminar Dayton, Ohio
SEPTEMBER 22-25, 1954
31st Annual NAF Convention Cincinnati, Ohio
OCTOBER 11-15, 1954
Management Unity Seminar Dayton, Ohio
DECEMBER 6-10, 1954
Management Unity Seminar Dayton, Ohio

knowledge. If their choice was narrowed to two candidates, one with exceptional job knowledge who was only average in managing people, and one with exceptional ability to handle people who was only average in technical job knowledge, 98 percent of all the executives would hire the foreman with the exceptional ability to handle people.

Why is heads-up management shifting its emphasis away from the technical qualifications of a supervisor?

The reason for this shift of emphasis is because supervisors do not actually build things—automobiles or egg beaters. A supervisor has the responsibility within his department of getting out the required quantity of goods of a specified quality in a given length of time, within a budget limit of cost, under safe working conditions, and with reasonably high harmonious relations. In other words, instead of building things,

it is the supervisor's job to get things built. He has to influence the people in his department to cooperate in working toward his quality, quantity, and cost goals.

This is why progressive management is centering its attention on the supervisor's ability to get along with and manage people. They want leaders who can build morale and teamwork.

What does this second Industrial Revolution mean to you, as a supervisor?

It means that you are faced with your greatest opportunity—*IF*, and it is a big *IF*—if you can tackle and lick the biggest problem in industry, the human problem.

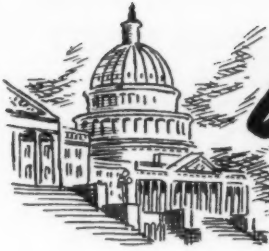
Supervisors can expect new prestige and dignity to be associated with their positions. They can expect to be more staunchly backed and upheld by all other members of the management team. They can expect to be given more aid and assistance. And, yes, they can expect to receive more in the pay check. John D. Rockefeller, who was never known to be too loose with any coin over a dime, once said: "I will pay more for the ability to deal with people than for any other ability under the sun." When Rockefeller made this remark several years ago it was considered sensational. But today it is doubtful if you could find any top-notch executive who would not echo the same sentiments. For the supervisor who has the ability to work with and through the people in his department is a valuable asset to any company.

The second Industrial Revolution can spell success for you. It can also spell failure. Many companies will fail to solve their human problems and it will mean bankruptcy. Likewise, many supervisors will fail to make the grade—and for them it will mean the end of their managerial careers.

What is the approach of a successful supervisor, a human relations specialist, a leader who achieves his departmental goals through getting his employees to want to follow him?

Perhaps the best answer to this
(Continued on page 27)

MANAGE January 1954



Washington Report

for SUPERVISORS

By HAROLD A. ARBEEN

INDUSTRY, in recent years, has been shedding crocodile tears over the premise that there is a country-wide shortage of competent engineers.

Many large companies with fat defense contracts and backlogs of specialized civilian orders on their books have been carrying on genteel privateering methods to lure engineers and technicians from their competitors' plants.

Technical schools have been turning out engineering graduates in ever-increasing numbers, many of them virtually subsidized by big corporations. Still industry is clamoring for more engineers.

An eminent organization in Washington, the National Society of Professional Engineers, reports that actually there is no shortage of engineering talent.

The society, which represents more than 30,000 registered engineers from all fields, polled not only a cross-section of 1,400 engineers employed in industry, but more than 200 of their employers.

The engineers were encouraged to give frank answers to equally frank questions. Under the cloak of anonymity they pulled no punches in their answers.

About 40 per cent said they are unhappy in their jobs because a large portion of their working days are devoted to routine or manual chores unrelated to their training and talent. Almost 30 per cent expressed dissatisfaction over the fact that they are not being accorded either professional status or personal recognition.

Employers also turned in some frank answers. A considerable number of them admitted they are

reviewing the situation in a realistic light and are freeing their engineers of routine duties.

A number said that they now are assigning nonprofessional supporting personnel to jobs where "engineering training is helpful, but not a requirement, and which did not utilize to the fullest degree the abilities of the engineer."

"Industry could gain the equivalent of thousands of new engineers almost overnight by better utilization of those it already has on its payrolls," the society says.

It made it clear, however, that this does not mean young men should overlook the vast potentialities of the engineering field, or that demand for young engineers will diminish.

"There still are many executives who view the present situation as a 'shortage' and hope for a new crop of engineers to fill the increasing number of engineering jobs," the society notes. "It is a vain hope at least for the next few years."

It seems to me that foremen, supervisors, and management at all levels could review the talent at their disposal in their own plants. There has been much yammering on the part of industry generally that good management men are getting hard to find. Maybe the foreman, too, is doing onerous tasks that could be adequately performed by a trainee.

President Eisenhower, his cabinet, the administration, and a variety of political figures in the national spotlight got a thorough-going roasting in the capital city last month.

The critics, who also trained caustic guns on Democratic presi-

dential hopefuls, comprised the 50 members of the Gridiron Club, the Washington's correspondents organization which has been lampooning politicians for 68 years.

Conforming with tradition, the club's 500 guests heard the newsmen give the administration an unmerciful going over. It pictured it as an aimless, do-nothing aggregation of spineless politicians reeling from the effects of "McCarthyism."

The latter, too, was the subject of relentless needling. One bit of doggerel involving Ike and Senator McCarthy declaimed:

"I'll sometimes support you,
I'll sometimes stand by,
But voices are calling
For me to climb high.

"If your luck goes wrong, Ike,
And my fate is kind,
Look over your shoulder,
I'm walking behind!"

In a skit depicting a group of spies disconsolate over the unpopularity of the espionage business the newsmen chanted:

"In White House and in Treasury,
It's been our job to pry;
We always thought we were a cinch
To fool the FBI.
But now please tell us how to make
A living as a spy."

President Eisenhower, as has been his custom since he became the country's chief executive, again broke with tradition. He failed to give a principal "off-the-record" talk.

But there was no lack of speech-making and a good time was had by all.

Management on Review



SOLAR AIRCRAFT & DOUGLAS AIRCRAFT—The world's smallest gas turbine engine, made by Solar, is now being installed as part of the world's largest cargo-troop transport aircraft, the C-125 Globemasters made by Douglas' Long Beach, Calif., plant. The Solar Management Club of San Diego and the Douglas Long Beach Management Club embrace memberships playing the management roles in developing the engine and the plane. (Douglas Aircraft Company photo)



MORRIS H. PALMER MERIT AWARD presented annually by the Queens County Management Club for the Durkee Famous Foods division of the Glidden Corp., has been awarded to Roy Bryant, former NAF director and vice president. The award is made annually to a company or individual for "exemplifying the highest ideals and accomplishments in the field of industrial management." Left to right are Paul Hirsch, Bryant, James Lundy, and James Miller.

SYRACUSE HOSTS FOREIGN EDUCATORS

Syracuse, New York—Educators from four countries were featured as panel members at a recent meeting of the Syracuse Management Club. Included on the panel were Miss Juanita Gonzalez, high school teacher and professor of history and geography, Uruguay; Miss Aurora Navarro, history and education teacher, Mexico City, Mexico; Saligram Chaturvedi, principal, Government Teachers College, Dewas, India; and Joseph Stuger, secondary school teacher, Austria. Winston Braxton, Central Division, Carrier Corporation, who is a veteran with 15 years experience in Latin America and the Far East, served as panel moderator.

Introducing herself and her country, Miss Gonzalez discussed the small size of Uruguay which has one million persons located in the city of Montevideo. She told the group that steak is no rarity and sells for forty cents.

The panel member from India spoke of a few of the difficulties facing his country. With English being taught, a lack of good teachers is apparent.

In speaking of the "untouchable" caste, Mr. Chaturvedi mentioned facts about the number of such caste members now serving in government and as ministers in various Indian Provinces. The speaker said, "Untouchables are not allowed by law today." As a Hindu, Mr. Chaturvedi expressed the peaceful learnings of his religion, terming them as a tolerant and non-violent way of life. He concluded with an observation that Americans are always in a hurry, in contrast with the ways of his people.

The Austrian member of the panel, Mr. Stuger, pointed out the proximity of his country to the Iron Curtain of Russia. Despite the closeness, he said, elections have repeatedly repudiated the Communist form of government. He added that Austria is using financial help from the United States to build power plants as a means of developing her own resources in later years.

According to Miss Navarro, Mexico offers a variety of climate features. To illustrate the friendly nature of her land, she discussed some of the customs of her people.

William Klein

MANAGE January 1954

DAYTON CLUB PROTESTS FEDERAL LEGISLATION

Dayton, O.—A firm protest against any federal legislation to remove foremen and supervisors from the ranks of management has been sounded by the 2600-member Foreman's Club of Dayton, which represents 118 local industries.

In letters to President Eisenhower, Senators John W. Bricker and Thomas Burke, Congressman Paul Schenck and Secretary of Labor James P. Mitchell, the Dayton club sounded official objection to any amendment to the Taft-Hartley Act which would eliminate any members of management from "the traditional American prerogative of representing ourselves." The letters, signed by C. M. Baker, Jr., president of the club, called attention to the fact that the present Taft-Hartley legislation accepts the fact that foremen and supervisors are definitely a part of the management group and removes them from collective bargaining.

"It is our firm belief that the present law is one that imposes equal responsibilities upon management and labor," stated the letters authorized by the club's board of control. "In our opinion, that is the way it should be and we ask your support in its continuance."

The letters also urged the government officials to "constantly keep in mind the providing of a law that will continue to place an equal responsibility upon both management and labor and thus serve the best interest of the people as a whole, rather than bend to the whims and desires of pressure groups."

HUSSMANN OBSERVES AMERICAN MANAGEMENT DAY

St. Louis, Missouri—A recent meeting of the Hussmann Management Club was devoted to the celebration of American Management Day. The origin of American Management Day was explained, including the reading of the proclamation from the 28th National Convention of the NAF.

W. J. Stelpflug, president of Hussmann Refrigeration, Inc. and vice president of Hussmann Refrigerator Company, introduced the main speaker of the evening and gave a very brief, but extremely interesting definition of management.

Our featured speaker was Edward M. Clark, president of Southwestern Bell Telephone Company, who outlined clearly and forcefully the responsibilities of management.

A. J. Conley

MANAGE January 1954

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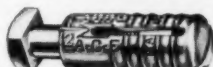
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O-E EXPANSION SHIELD



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STUD BOLT ANCHOR



LEAD SCREW ANCHOR



MAL-LEAD BOLT ANCHOR



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1954 BOWLING TOURNAMENT

The Magnavox Management Club, Fort Wayne, Indiana, will host the 1954 NAF National Telegraphic Bowling tournament, as well as its own NAF area bowling tournament. Preliminary interest in the classic indicates it will be the biggest and most successful in NAF history.

In the national contest, there will be a team event only, with each team being handicapped 70 per cent of the difference between its actual average and 1020.

In the Fort Wayne area tournament, March 6-7, 13-14, there will be a \$300 first prize in the handicapped division, with one out of six on the balance. In addition, there will be actual pinfall prizes for teams, individual prizes and door prizes—with a Magnavox television set topping the list. This will be an ABC-sanctioned tournament. Any NAF team is eligible to bowl in this Fort Wayne tournament, which will be held at the new "Key Lanes" bowling alleys. (Present indications are that teams will come from as far as 700 miles away.) All NAF club secretaries have received complete information concerning both tournaments.

For additional information, write William Kaiser, Magnavox Management Club, 2131 Bueter Road, Fort Wayne 4, Indiana.



"MAKING NEW EMPLOYEES SAFETY CONSCIOUS" is the title of the play in which these members of the Spang Chalfant Supervisors' Association, Ambridge, Pennsylvania, are taking part.



OFFICERS OF FIRST NAF CLUB OUTSIDE U. S.—At the helm of the PAA Management Club (Pan American World Airways) of San Juan, Puerto Rico, are these officers, left to right: Guillermo Viscarrondo, Jr., treasurer; John Fernandez, president; Robert Bush (Miami Fla.) NAF director; Raul Marciano, vice president, and Robert Rutherford, secretary.

NAF in Action

Hector McNeill, president of the Syracuse Management Club, has announced the Central New York Regional Management Conference to be held April 3, at Hotel Syracuse in Syracuse, New York. The conference is also being sponsored by the Manufacturer's Association of Syracuse.

* * *

The Clark Grave Vault Company, formerly a member company of the Foremen's Club of Columbus, has organized its own shop club. Newly elected officers of the club are James L. Wilson, president; Robert E. Reid, vice president; Irwin N. Smith, secretary, and Robert Robine, treasurer.

* * *

Harry Stuhldreher, the quarterback of Knute Rockne's famed "Four Horsemen" of the 1924 Notre Dame football team and now industrial relations vice president of U. S. Steel, was the guest speaker at a meeting of the Ethyl Management Club of Baton Rouge, La.

* * *

The Rocky Mountain Management Club of Denver, Colorado unanimously elected John N. Kerr, Jr. to the office of president. Other officers include Harry D. Cole, first vice-president, and Paul R. Marshall, second vice-president.

* * *

The Southern West Virginia Council of NAF Clubs featured Cloyd S. Steinmetz as speaker at the first annual joint meeting. Mr. Steinmetz is director of sales training for the Reynolds Metal Company, Louisville, Kentucky.

* * *

Newly installed officers of the Kings County Management Club of Brooklyn, New York, are Harold F. Meyer, president; Robert J. McElwreath, first vice-president; Jack D'Angelo, second vice-president; William Maher, secretary; James F. Sullivan, treasurer, and Joseph Farley, sergeant-at-arms.

* * *

The New Philadelphia, Ohio Joy Management Club had a former New Philadelphia high school football coach as their guest speaker at a recent meeting. He is John Brickels, now athletic director of Miami University, Oxford, Ohio.



THREE HUNDRED management men representing company divisions from three states attended the Blaw-Knox Operating Management Conference held in Pittsburgh. Here they are pictured hearing an address by William Rodgers, vice president and general sales manager of Blaw-Knox Company, entitled "Product Character—The Basis of Sales Personality."

Blaw-Knox Operating Management Conference

Pittsburgh—Approximately 300 persons heard the keynote address of E. H. Gott, general manager of Steel Operations (Central Division) U. S. Steel Company, when he spoke before the Blaw-Knox Operating Management Conference here.

In his talk, entitled "Find a better Way," he discussed quality and cost control, saying, "We can only create wealth by producing more quality goods at the best cost, and

this is an endless cycle if we are to show continued progress." Mr. Gott stressed the point that "We must be searching constantly for a better way—therein lies the solution to improved costs."

The closing address, "Responsible Spirit Makes a Winning Business Team," was given by W. Cordes Snyder, Jr., president of the Blaw-Knox Company. Throughout his talk he stressed team work and listed studies made to improve

equipment and production methods, and customer service.

Serving as chairman of the conference was Otto G. Schwenk, vice president in charge of products of the Blaw-Knox Company. He told the mass assembly of supervisors that the idea of having this first conference came from their president, W. Cordes Snyder, Jr. The purpose of the conference was to provide information about overall company objectives.

First Arizona Management Conference

Tucson, Ariz.—Edward O. Seits, national NAF president, told approximately 300 Hughes Tucson Management Club members and their guests that the NAF was a small organization 28 years ago, but that it is now the largest management organization in the world. The president addressed the group at the University of Arizona as part of the First Arizona Management Conference activities, sponsored by the Tucson club in cooperation with the University.

The conference, planned and organized by Jack Rough, R. L. Wad-

dell (president of the club) and Svend Pedersen, all members of the management development committee, included four seminars. Seminar subjects and moderators were: "Effective Communications," G. W. Sinclair; "Quality Control," E. E. Carlson; "Training for Tomorrow," Jack Gardner; and "Science—An Aid to Industry," Dr. C. H. Marcoux. All moderators are executives of the Hughes Aircraft Company, Tucson plant, with the exception of Dr. Marcoux who is a professor at Arizona University.

The national president attended

each seminar and participated briefly in the "Training for Tomorrow" seminar. Mr. Seits indicated that Purdue, University of Southern California and Texas Christian Universities are now sponsoring extension courses in supervisory training in cooperation with the NAF.

Dr. Fred M. Judson, Baptist minister of Santa Monica, California, spoke on "Human Relations in Industry."

A similar conference will be held annually by the Hughes Tucson Management Club.

EDWARD O. SEITS, (center) NAF president, tells Frank Gibbons, (second from left) a Hughes Tucson Management Club member, that management conferences are popular and an integral part of any NAF club management development program. Concurring with Mr. Seits are W. S. Vance, NAF director; R. L. Waddell, president of the Hughes Tucson Management Club, and Jack Rough, chairman of the club's management development program.



WHAT THE FOREMAN WANTS FROM EXECUTIVE MANAGEMENT

(Continued from page 9)

the national political climate. I believe that the survival of competitive enterprise depends largely on the establishment of a realistic and workable peace between management and organized labor forces. The shift in the balance of power and prestige may well become an effective weapon for those who would like to have all the opposition to their hopes fade before the "inevitable." Foremen should be encouraged to express their views on matters affecting their jobs and interests, and they should be considered as full-fledged members of the management team.

Of course, the foreman will never feel that he is on the management team just because the president has told him he is on it. He will only learn that he is, from the attitude of his superiors in day-by-day contacts, and from the management responsibilities placed upon him. Salaries and wages of foremen should be established equitably, on the basis of service rendered and the skill and ability required. Without a well-defined management method, the implementation of a compensation plan may easily fail in accomplishment, through the failure of a supervisor to differentiate between his specific area of responsibility and activity. A healthy attitude is engendered when a supervisor knows where he stands and what is expected of him. Earn what you want by giving the other fellow what he wants. This is the basic principle of bargaining. There are far too many cases in which the opinion about a supervisor determines his pay as well as his usefulness to the company. The impression a man makes, while it may frequently be a true picture, still may be a very false picture. A method of rating which distinguishes between supervisory and rating at the lower level provides a two-way channel of communication between the supervisor and his boss that is good for the morale. The supervisor has responsibility for men as well as machines, material and processes;

consequently any break-down of the elements contributing to his relative success or failure, must take account of the difference. The supervisor handling a grievance is not dealing in an exact science, and we admit that no objective record advisable can give a rounded picture of a given supervisor in a given job. However, I believe that a well defined method of supervisory rating, providing proper recognition for the quality of supervision required, will result in a desirable form of financial incentive. The purpose can be deter-

of responsibility. By the price of responsibility I mean, hard, driving, continuous work. Top management can have a complete understanding of company problems, and how to solve them, but if it does not bring its foremen into its confidence, the plans will never materialize as they were conceived.

A few words about the "hire and fire" aspects of the foreman's manpower job. With the hiring of a new employee the company makes an investment in a human being. It is up to the foreman to protect this investment. In this respect he has a responsibility to management, but he also assumes an important obligation to the new employee, whose stakes may be higher than those of management. The foreman who neglects this responsibility had better make an honest effort to analyze himself and the personnel director will do well to find out just where the trouble lies. It may be that the supervisor is not given the test information or the background of the new worker. Such a procedure can readily set up a psychological wall between the supervisory group and the personnel department—tending to create an atmosphere of distrust and false evaluation of each other. There must be a decisive trend toward closer cooperation between the foreman and the personnel director. I believe that the vast majority of labor leaders understand that foremen need and welcome the help of their personnel department for the satisfactory accomplishment of their many job responsibilities.

It is my opinion that there are no substitutes for self-development, self-reliance, individual effort, and personal responsibility. Living, as we do, in an age of growing collectivism, it is not always easy to preserve a sense of proportion. However, as long as individuals enjoy individuality, there will always be room for the more exclusive offering of unorganized management men who must rely for growth on human imagination and the skill of their profession, aided, but not governed, by an enlightened and progressive management organization.

STRICTLY BUSINESS

by McFeathers



"You look run down, Argyle—we'll transfer you to 'Cruises' for two weeks!"

mined only by the needs, and the needs can be defined only by the individual company.

It is about time for a new look at some of the speeches we have heard, and at some of the articles we have read. The good ones were just as good as usual and the bum ones were just as phony as usual. It seems to me that we should stop talking out of both sides of our mouths and begin distinguishing "wants and needs." I repeat that foremen are neutral employees, and neutral employees need more protection, not less. They look to management for that protection, and if the foreman's morale sags, it may be that management has not yet looked at all the facts, and has not clearly appraised the conditions in their own plants which are promoting the unwillingness of their supervisors to pay the price

IN THE INDUSTRIAL SPOTLIGHT

The Thirteenth Northern Ohio Personnel and Executive Conference will be held at Hotel Carter, Cleveland, on Friday, January 29. Sessions will be conducted on "Organization Planning and Development for the Buyers' Market." The conference will be sponsored by the Cleveland Chamber of Commerce Groups.

Ermon E. Boyd, former NAF director and timetudy engineer of South West Box Company, Sand Springs, Oklahoma, has been promoted to director of management development for all companies of the Hoerner Corporation, Keokuk, Iowa. Mr. Boyd will direct a program designed to give the eight Hoerner plants assistance in the development of their key personnel.

Arthur Cappelle, charter member of Scully-Jones Management Club and assistant chief engineer of Scully-Jones & Company, Chicago, died November 16, following a long illness.

Philip M. McKenna, president of Kenametal Inc., Latrobe, Pa., received the Holley Metal awarded by the American Society of Mechanical Engineers at its Annual Meeting in New York.

President Dwight Eisenhower delivered a few impromptu remarks before the National Association of Ice Industries during an unscheduled stop in the Hotel Statler, Washington.

Two original members of the Dayton, Ohio, "Ludlow Street Gang," the nucleus of General Motors Research Laboratories, have been retired. They are Harry C. Mougey, technical director of GM Research Laboratories and T.A. (Tab) Boyd, research consultant who formerly headed the laboratories' fuel department. The "Ludlow Street Gang" was founded by Charles F. Kettering.

Howard R. Medici has been named to the newly-created post of executive vice-president of Visking Corporation, Chicago. He formerly was vice-president and treasurer. Mr. Medici will continue as treasurer and as a member of the board of directors.

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American Cyanamid Company announced that it is proceeding with engineering plans to double the presently planned production capacity of anhydrous ammonia at its Fortier Plant, near Orleans, to more than 300 tons per day. The expanded capacity is designed to meet the sharply increasing demands of agriculture for this form of nitrogen fertilizer.

Fifty-seven experts, drawn from all industries, will address the Plant Maintenance & Engineering Conference, to be held in Chicago, concurrently with the Plant Maintenance & Engineering Show, January 25-28. The conference will take place at the Hotel Conrad Hilton and the show will be held at the International Amphitheatre.

Frederick Bowes, Jr. of Stamford, Connecticut, was elected president of the Public Relations Society of America at the organization's sixth annual conference in Detroit. Mr. Bowes is director of public relations and advertising of Pitney-Bowes, Incorporated.

Maremont Automotive Products Incorporated, Chicago, has contracted to purchase the Grizzly Manufacturing Company of Paulding, Ohio, and Bell, California, for approximately \$2,000,000. Arnold H. Maremont, president of the Chicago firm, made the announcement.

Planning and building for 1954 and beyond is no job for the pessimist, Chester H. Lang, vice president of General Electric Company told Detroit Rotarians.

Louis W. Cole was re-elected chairman of the board of directors of Federal Electric Products Company at the annual stockholders meeting held in Newark, New Jersey.

At a meeting of the board of directors of Mycalex Corporation of America at Clifton, New Jersey, J. Harry DuBois was elected a director. Mr. DuBois is vice president, engineering.

John L. MacDonald is the manager of the newly opened Newark, New Jersey factory branch office of the Thor Power Tool Company.

American industry admits that 28% of its present production equipment and manufacturing processes are already obsolete or inadequate, according to an industry-wide survey by the American Society of Tool Engineers.

Harry L. Murray, owner of the Murray Engineering Company, Detroit, has been appointed chairman of the Apprenticeship Committee of the National Association of Engineering Companies, according to an announcement by Albert Lehman, president of the NAEC.

Howard W. Mold, training director for Minneapolis-Honeywell Regulator Company, was a speaker at the 46th annual convention of the West Virginia State Nurses Association. He told the group that a practical application of the coaching techniques used in sports has been "one of the most effective training techniques developed by business and industry in the last few years."

Franklin B. Pollock, president of Thatcher Glass Manufacturing Company, Incorporated, Elmira, N. Y., has announced the purchase of 18 acres of land at Saugus, California, to be used as the site for a new bottle-making factory.

Office and technical workers at Temco Aircraft Corporation's Dallas plant voted against affiliation with the International United Automobile Workers, C.I.O.

Colonel Willard F. Rockwell, chairman of the board of Rockwell Manufacturing Company, was one of four Pittsburgh industrialists re-elected to the National Industrial Conference Board for a term of one year.

Harlow H. Curtice, president of General Motors, announced that GM has completed negotiations with Kaiser Motors Corporation for the purchase of the Kaiser Willow Run plant.

The Silicone Paper Company of America, Inc. has announced the appointment of Albert W. Bullwinkel, formerly of the Westinghouse Electric Corporation, as vice president in charge of production.

Howard V. Widdoes, vice president and general sales manager, Remington Rand Incorporated, was elected president of the Office Equipment Manufacturers Institute at a meeting of the board of directors. He succeeds Albert B. Dick III, president, A. B. Dick Company.

BY JOE PENFOLD



As we peck this out on the old machine, there comes through the window the tinkle of at least four Santa Clauses' bells. The shop windows are decorated in the traditional red and green, the streets are full and the bit of extra zest we experience this time of year adds its sparkle to the eye.

When you read this, the Christmas season will be over for another year, but the responsibilities which the Christmas tradition symbolize are still with us. An editorial in the Pennsylvania GAME NEWS expresses the thought well.

"In a season so highly commercialized that its original meaning sometimes becomes lost, there is one gift which we can give in truth and spirit. It symbolizes the meaning of Christmas yet costs nothing. This gift must come from the heart and can never be found in any merchandise mart. Yet its value is priceless and its effect far-reaching.

"Appreciation for the natural world in which we live, best expresses the message of which Christmas has served as a reminder for nearly two thousand years. In the broadest sense of the word, appreciation for things and objects and ideals which are not man-made is the basis upon which the whole Christian concept is founded. Only those things which we appreciate do we seek to protect, preserve and perpetuate. There can be no conservation without this basic appreciation nor can there be peace on earth, good will towards men without a realization of the laws of nature.

"At Christmas time, those who instill in others a sense of appreciation for our soils, waters, forests and wildlife, have made an important and lasting gift. The sportsman who takes time to teach his children and friends that there is beauty in the flight of a bird, magic in a snow-laden hemlock, glory in the growth of a seedling, and music in a crystal clean mountain brook—he who has taught these things has helped change the course of human destiny.

"For along with appreciation must come understanding. If all could understand the world about them—its biological mysteries and ecological complexities—then, and only then would men become adjusted to their environment and to themselves. Those who understand why a given acre of land can yield only one grouse or five cords of pulpwood or 40 bushels of corn can then understand why people and nations must live within the limitations imposed by their supplies of natural resources.

"Now, when giving is an integral element in the celebration of a Savior's birth, there is an opportunity for giving that can be more satisfying, more helpful than any material gift you have ever made. Give of your appreciation for the out-of-doors, give of your understanding of conservation, and give of the love you have for good sportsmanship, nature and wildlife.

"There is no greater gift."

MONEY AVAILABLE FOR WILDLIFE

Believe it or not, there rests in the U. S. Treasury some thirteen and one-half million dollars, earmarked for wildlife restoration work, doing nothing. This sum represents the unappropriated balance of Pittman-Robertson money, collected from the excise taxes on sporting arms and ammunition. The P-R funds are distributed to the states for aid in wildlife restoration programs. During the last world-wide hassle, most of the states were unable to use the funds, hence the build up of balance.

A bill was introduced last session, now in the House Committee on Merchant Marine and Fisheries, known as HR 6438, would appropriate that money at the rate of 20% per year for five years. It would be distributed on the regular Pittman-Robertson formula and would be in addition to current funds.

If the Congress acts favorably on the bill there would be a considerable speed-up of badly needed wildlife restoration work all over the country. As you know, the individual states select the specific projects and spend the money.

THREADFINS TRIED IN CALIFORNIA

Tennessee has come to the aid of the California fisheries people in providing several cans of adult threadfin shad—a highly favored forage fish for bass. California has been greatly slowed in its warm water fisheries program due to lack of good native forage fish. The threadfin feeds on plankton, microscopic plants and animals, and in turn grows up to provide a fine meal for the bass. He's a fast multiplier, so if the experiment works, and the threadfin finds California waters to his liking, we can expect a big boost in some mighty fine sport fishing.

TOO MANY DUCKS?

Dr. Clarence Cottom, assistant chief of the U. S. Fish & Wildlife Service, and that bureau's chief expert on migratory waterfowl,

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made a startling statement at the recent Mid-Century Conference, Resources for the Future, held in the nation's Capitol. He said in effect, that western sportsmen were not making an adequate kill of ducks in the Pacific flyway. With the duck hunting brethren bellowing about too short seasons, too short shooting hours, too small a bag and possession limit, we sat up and took notice. Doc Cottom then followed with the answer. In California, particularly duck hunting territory, is mostly sewed up by small private clubs. Generally they under shoot the bird population. The great mass of would-be duck hunters just don't have much of any place to hunt.

Before teeing off on the duck clubs however, let's remember they've been doing a mighty fine job of preserving duck habitat, and with their food plantings have helped reduce the damage of duck depredations on farmers' crops. But there is still the problem.

WHILE IN FLORIDA

By payment of a small fee, Florida hunters have access to nearly three million acres of public shooting grounds. These lands are open to the public because of arrangements made between the Game and Fresh Water Fish Commission and the owners of some 1,500,000 acres of private land. The state itself has close to a million acres, some being held temporarily as refuge areas, and the balance being owned by various federal outfits.

The arrangements between the Commission and the private landowners are particularly interesting. The landowner retains complete control of his land and receives benefits such as fencing, fire protection and prevention of trespass. The hunter gets a well managed place to hunt, and that's becoming a more scarce commodity year by year.

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THE BIGGEST PROBLEM

(Continued from page 18)

question can be given by the Bureau of National Affairs, which organization I mentioned earlier. They are the accepted authorities on human relations in industry. Not only does BNA have an extensive staff of editors and research men who devote their full-time to studying this human problem in industry—but during the past three years they have had the active cooperation of over 500 top personnel executives in all types of companies, large and small, in all branches of industry and all sections of the country, who report to BNA regularly on human relations problems.

Management does not feel there is any one sure-fire formula for building morale and teamwork, BNA editors stated in a day-long round table conference we held, but there are several well-proven practices which can be combined to make an effective program.

They cited the following twenty-one actions, entitled "What Supervisors Do When They Lead," which was developed by the Chrysler training department in collaboration with its foremen, as a practical list of morale-building activities:

1. Persuades by talking logically and telling the reason why—is not tight lipped.
2. Puts himself in the worker's place—follows the golden rule.
3. Inspires and influences by setting a good example—is not a driver.
4. Shows that he knows his job—doesn't bluff.
5. Knows and carries out policies intelligently—doesn't jump at conclusions.
6. Listens sympathetically and takes action when possible to insure giving a square deal—doesn't pass the buck.
7. Praises sincerely and expresses appreciation—doesn't steal credit.
8. Maintains consistent standards of conduct, quality, and performance—is not a softy.
9. Keeps an open mind and is ap-

proachable at all times—is not prejudiced.

10. Prevents bad situations from developing—tactfully prevents rather than cures trouble.

11. Is friendly, courteous, cheerful, and kind, but plays no favorites.

12. Makes only such promises as he can fulfill—doesn't let his workers down.

13. Instructs patiently, organizes his work efficiently, and plans production intelligently—never loses his temper or becomes moody.

14. Reprimands in private after being certain it is deserved—does not use destructive criticism or sarcasm.

15. Takes a friendly interest in all workers—refrains from obscurity and too personal interest.

16. Lets workers know where they stand, corrects shortcomings, and builds them up—doesn't nag.

17. Admits his own errors when he makes a mistake—refrains from being bullheaded and avoids arguments.

18. Assures that there are proper materials, tools, and instructions for workers to do a good job—doesn't use negative instructions, precautions, or threats.

19. Provides the best working conditions and equipment possible under the circumstances—never knowingly exposes his workers to unnecessary hazards.

20. Gives workers a chance to use and develop their abilities—makes suggestions for improvements without antagonizing.

21. Plans the work so that everyone knows what his duties are, and to whom each is responsible—makes no show of authority.

In hundreds of interviews with successful leaders, BNA's research men have found a universal acceptance by these supervisors that their accomplishments depend upon their ability to cooperate with others, and to get cooperation from them. As leaders they know that they will be judged not by what they themselves do, but by what

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BUSINESS NOTEBOOK

(Continued from page 10)

HOW-TO

Those tips and hints and suggestions and how-to ideas in the magazines the wife reads! Do you ever see them? Assuming you have a toddler in the house, and might be interested, you'd find yourself reading: "When Junior starts walking, iron squares of No. 272 vinyl plastic to his Dr. Dentons. It'll save you loads of trouble with the pajama feet wearing out in a hurry."

Dr. Dentons? Junior wouldn't be caught asleep in them! And vinyl plastic, No. 272? Where d'ya get 'em? And anyway, Junior's feet aren't square!

And this one:

"Fasten heavy cabinets directly to the studs in the wall whenever possible. A gadget called a wall dowser will simplify this quite a bit."

Simple English sentences, and where do they leave you? It is no surprise to learn that "heavy cabinets" should be attached to something in the wall; if that something is a stud, so be it. But this "wall dowser," now, how about that? Probably something like a forked twig pointed by a man of mystery fresh from the deep woods who may or may not find a well with it. I have an idea the hardware store clerk will

edge away when you ask politely for a wall dowser.

CROOKED

The newspaper reporter of the stage, the radio and the movies is a wondrous character. What a life he must lead! He is with us at the moment in full-page advertising in the fashion magazines. Seems his city editor assigned him and his girl Friday (newspaper reporters always have secretaries who are sisters of Dragnet's Sergeant Friday) to investigate "the crooked seam racket." This means he must go around town counting up how many women have crooked stocking seams. His finding, of course, is that only those who wear X Brand stockings have straight seams.

At any rate, this represents an improvement over the reporter who happens to find the body, is accused of the murder, clears himself, tags the killer, dictates the headline to the editor and marries the publisher's daughter.

TAX

The Washington tax experts have made the discovery that most of the revenue from the personal income levy is obtained from those of us making less than \$10,000 a year. This is anything but news;

I thought they were getting all their money from us.

Be that as it may, the experts, who know our names, our addresses, our employers' names and addresses and how much we are paid, need only one thing from us—a check. So, to make it as painless as possible, they are trying to work out a punch-card procedure that will do away with the disagreeable task of filling out a tax form. If we are content to take a standard deduction paying the tax would be a quick and easy operation.

Offhand, this sounds all to the good, but when you think about it a moment, it isn't. I think the process of paying income taxes should be as painful as possible and as much of a nuisance as the inventive minds in charge can make it. Direct application of the tax pitchfork is the soundest device ever thought up, albeit accidentally, to make the citizens of the land take an interest in what Washington is doing to us.

The withholding device, by which we pay our taxes in advance and perhaps get some back if we overpay, actually has done us a disservice. We think of our pay as what we get, not as the gross before the various deductions. The term "take-home pay" is a commonplace; it is more important to us than the amount actually expended by the employer. We pay no attention to the amounts withheld; they are not seen and they are unhonored and unsung.

Similarly, if the procedure of filling out the tax form is taken away from us we will be paying billions on billions in personal income taxes without having to think about it and sweat over it. We will accept what is left of the pay check and disregard the unseen amounts withheld. Washington will be subject to less and less scrutiny and questioning, as would be the case if we received the money, however temporarily, and then filled out elaborate forms in an attempt to hold on to some of it.

By all means let us keep the unhappy task of filling out that blank every March. It is well worth the trouble if it makes us pay attention to the tax-takers.



TTCO INDICATOR HEIGHT GAGE

Inspectors—toolmakers—save time and money. Get faster, more accurate inspection with the new, versatile Tietzmann Indicator Height Gage. Positive final adjustments in millionths easily and quickly made with one hand. No more eyestrain doing scribing work. Supplied with indicator holder and scribing attachment in three sizes.

Adjustable inspection block eliminates trial and error readings of the height gage. Adjustable in millionths through a range of .250" vertically. 1 3/4" anvil quickly raised and lowered with a micrometer thread screw.

Use both products together for accurate production inspection. Write for Bulletins 140 and 150.

TIETZMANN TOOL CORPORATION

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WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● **HAPPY BIRTHDAY TO YOU!** The new contract between Local 437 of the CIO United Electrical Workers and the General Brass & Machine Works, Incorporated, of Hillside, N. J., provides a day off with pay for each worker on his birthday. Next thing you know, they'll be demanding a singing telegram to go with it.

● **THE NATIONAL UAW CONFERENCE** which is fighting for full employment and against unemployment is considering and acting upon a recommendation based upon "cutting the standard of luxuries of wealthy families who have more income than they need and reducing the tax burden of low-income families who have too little."

● **"THE UNION LABOR DIGEST"** tells of how the "CIO accused the White House of appeasement of 'immoral political forces' for refusing to nominate CIO Textile Workers' John Edelman as Assistant Secretary of Labor even after he had been given complete loyalty and security clearance." Edelman protested the appointment of "anti-labor textile magnate Robert Stevens as Secretary of Army."

● **ACCORDING TO THE "UNITED AUTOMOBILE WORKER,"** union members have a higher level of education than non-union members.

● **JOHN W. LIVINGSTON, UAW-CIO** vice-president and director of the union's General Motors Department, is very unhappy because "with no advance notice to the union or its employees, GM announced the purchase of the giant Kaiser Willow Run plant."

● **"UNITED AUTOMOBILE WORKER"** tells its readers how many white collar workers who are non-union, wear clean clothes but have to skimp to pay for them. In contrast, they say, Chrysler union workers can both eat and dress well.

● **THE LATEST ARGUMENT** for increased compensation for night-shift work is that the health and marriages of the night shift workers have a tendency to suffer.

● **ROY E. DAVIDSON**, first assistant grand chief of the Brotherhood of Locomotive Engineers pointed out at a regional meeting in Little Rock, Arkansas, that the Brotherhood is demanding a 30 per cent wage increase in its current contract proposals instead of a cents-per-hour adjustment.

● **THE "CWA NEWS" SAYS:** "Although CWA settled its last 1953 Bell System contract only a month ago, work has already started in preparation for next year's round of negotiations."

● **BALTIMORE LOCAL 2104, Communications Workers of America,** carried this grievance to the third level of management to get the satisfaction of having him resume his former location. An elevator operator was transferred to what he considered a less desirable location rather than someone with less seniority than he.

● **AFL's UNION MOVIE, "With These Hands"** has been accepted by the Maryland State Department of Education for use by its high schools. Maryland was the first state to accept it.

● **RAYMOND F. LEHENY**, secretary-treasurer of the AFL Union Label Department, told members to look for the union label when Christmas shopping and to give only Union Label Gifts and patronize only union services.

● **DAYTON, OHIO LOCAL NO. 887, AFL** Barbers union, is making sure the union barber shops aren't missed. The union shop card is glaringly displayed on the shop window within a huge red circle.

How would **YOU** have solved this?



NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than January 28, 1954. Address your solutions of no more than 500 words to Editor, **MANAGE**, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR JANUARY

Whether to cut hours or salary is the problem facing the two young owners of the Mordunny Company. In June they hired a number of extra workers to handle a government contract. Both the contract and money are running out since they over-hired.

They have called a conference with their supervisors to discuss whether to cut the salaries of the workers and have them to continue working the same number of hours, discharge some of the men, or keep all of them employed by cutting the hours and keeping the same rate of salary. As there is no union, this poses no problem.

The company is small and Alex Morr and Jim Dunny work closely with the workers. A "family like" attitude prevails and they are very much interested in the employees as individuals. Many of them are disabled veterans with families for whom they must provide. With few exceptions, they are hard workers and eager to please by producing.

By continuing at the present rate of salary and number of hours, the contract will soon be ended and there is no assurance of a new contract at the moment.

If you were one of the owners of this company, how would you solve this problem?

Here Was the December Supervisory Problem

The Jackson Equipment Company instituted a policy several years ago whereby all supervisory personnel are strongly urged to enroll in the evening school of a local college in order to further their education and expand their training so as to make better supervisors. The company has offered to pay half of the cost of any course undertaken so that the supervisor will be saved from any extra expense.

A few of the supervisory staff have taken advantage of this opportunity, but as the program has not been too well coordinated, many men who might have otherwise enrolled have not through either negligence or misinformation. In order to resolve this problem with the hope that the company could claim a 100% enrollment of supervisory personnel in advanced work, top management has appointed a committee to "talk up" the program and encourage others to join.

The chairman of this committee is a "foot-in-the-door" type of salesman and as such has been running into some difficulty with many of the supervisors, especially the older boys who are not going to have anything pushed down their throats. To a man, these older supervisors tell the chairman that they've been doing their jobs for 40 years without any "high-fallutin'" college courses and they intend to continue doing the same. Besides, they don't have time for such foolishness.

The question is who is wrong in this dilemma? Is the committee chairman (and therefore the company since he is their representative in the matter) wrong in trying to institute compulsory enrollment in these courses? Or are the resisting supervisors wrong in that self improvement in their field should be a prerequisite of a good supervisor?

DECEMBER WINNERS

Following are the best "solutions" to the supervisory problem of the December issue. The persons who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

"Eager Beaver"

By Donald T. Whitney, Lenawee County Management Club, Adrian, Michigan

The secondary problem created by our "eager beaver" resolves itself into a face saving situation in which attitudes become more important than training. The problem of who is wrong can be answered by simply saying that both parties are, to some extent. This does not clarify the situation for only when we consider that research has proven that the mental attitude affects production more than other factors, can we realize the seriousness of our problem. Moreover, remember that workmen reflect the attitude of their foreman.

Suppose we back up and start over again by revising our present educational plan because, "top management feels that it no longer meets the needs of the supervisors." This is round one for the supervisors, but management has scored defensively and promises to rally in the next.

Assuming that the company officials are sincere in their efforts to raise the general educational level and to increase the effectiveness of their supervisors through specific training, let's try something like this:

1. A committee appointed from those who in the past were most interested, to:

- a. Interview supervisors to determine their interests, if any.

- b. Work with the college and public school people to prepare and present courses of general interest—with or without credit.

- c. Publicize the program but not force it.

2. Make all of these educational benefits available to supervisors, potential supervisors, and other key personnel with little or no cost to the individual.

3. Set up a required in-plant program of supervisory training by:

- a. Adopting the conference method for homogeneous groups including potential supervisors.

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b. Selecting subject matter for discussion from actual problems arising in the shop, employees' suggestions, and company policy.

c. Giving supervisors a chance to talk over and talk out their own problems and to hear the other fellows'.

4. Give an award in form of a certificate for each course successfully completed and a small service pin when a series had been completed.

5. Continually show the need, evaluate the results, change or eliminate that which is not helpful or of interest.

Pursue Education

By Ruth Grace Glover, Terre Haute Ordnance Depot, Terre Haute, Indiana

Any supervisor with a company such as the Jackson Equipment Company, with any ambition or foresight at all, surely should be eager to pursue additional education, especially when a company is willing to pay one-half of the expense.

The problem as stated, in selling the older supervisors on this program, is to me, no problem at all. If a man has been with a company for a number of years and has been doing his job with the same technique for the same number of years, it is certainly time for a change. This sort of program should be made voluntary inasmuch as it will bring to light those persons desiring to better themselves and the operations of their company. Then, when placing these supervisors, these things should be considered: intelligence, education, experience and initiative.

The man who refuses to acknowledge the fact that he could be in a rut, is the very one who needs new and additional teaching. No one should be condemned for not having an education if he performs his work satisfactorily, but certainly, the individual who is to be a leader should have foresight enough to take advantage of an opportunity that can help make his future more secure and worth-while.

I do not feel that the trouble is due to the representative. Instead, this representative sounds to me as though he is pretty well sold on this idea himself, otherwise, he would not be so enthusiastic. The open-minded individual will surely wish to confer with him and gain additional information, thus strengthening his own future, whether it always be with the Jackson Company or in time, another.

Management Conferences

By Thomas F. Wade, Sinclair College Dayton, Ohio

The Jackson Company in their attempt to make the record look good, created the situation and the attitudes of resistance which the chairman had to face. The problem is one of timing and poor human relations in supervision.

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First, the company has to decide why they adopted the educational policy. Is it for the development of personnel, or is it merely to round out their personnel manual for better appearance? If they decided it was for the latter and they want 100 per cent enrollment, they should change their policy to make it mandatory, have all costs paid by the company and allow time off for attending class or pay the men for the time they spend in school. Since that suggestion is not too practical, the company would probably say that the policy is for the development of personnel, in which case their goal should not be 100 per cent enrollment—at least, not for publicity purposes.

Second, the company has to set the stage for the operation of the program. Very little learning takes place unless a person wants to learn and sees a definite relationship between that which he is studying and his own activities. It would have been easy to get the cooperation of the supervisors if some attempt had been made to relate specific college courses to an individual's particular job or area of work. This could have been accomplished in any one of the regular conferences management holds with supervisors in which reports are given, personnel discussed, etc. Almost everybody is interested when the boss talks to them about their progress, what they are doing and how it might be done better. Such discussion brings many openings for suggestion about self-improvement. No man worth his salt, under proper circumstances, will state that he can learn no more. If he does, he shouldn't be a supervisor!

This problem points up the need for the company to give serious consideration to its education program, in-service and otherwise. To implement the program a coordinator should be appointed who has the responsibility for passing out information about educational opportunities available, discussing planned education to fit in with the person's job and orienting the personnel to the advantages of self-improvement. Progress records should be kept and letters or words of encouragement given upon completion of courses or programs. If that is carried out there will be no need for "pep talks" and high pressure salesmanship. And, one might ask, too, why stop with the supervisory personnel?

The backward young man finally got up the nerve to ask his future father-in-law for his daughter's hand in marriage.

"S-s-sir," he stammered, "I have been going with your daughter f-f-for five years now, and —"

The old man said, "What do you want? A pensio."



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Here's your chance to show action-packed close-ups of real, cost-cutting production operations—such as trimming, assembling, forming, marking, crimping, staking, broaching, drawing, and pressing; also one of the *fastest hydraulic press operations* you've ever seen. These 10, 20, and 30-minute films will highlight any program with revealing, worthwhile, entertaining information! There's *no obligation!*

Write us today for complete information.

Projection equipment furnished if you haven't your own facilities.

The Denison Engineering Co.
1192-A Dublin Rd., Columbus 16, Ohio

DAYTON CLUB HONORS 25-YEAR OFFICER

Dayton, O.—Five hundred members and guests of the Foreman's Club of Dayton recently honored a Daytonian for 25 continuous years as a club officer. He was Henry J. Hall, a civilian industrial relations advisor at Wright-Patterson Air Force Base who joined the club in 1926 and held various offices until 1952—including 12 years as secretary.

Don O. Wood, executive vice president of the Fyr-Fyter Corp. and 1952-53 Foreman's Club president, received citations for his leadership from the club and the NAF. In his acceptance remarks, Wood called the American foreman "the key to our industrial success of the future."

NAF President Edward O. Seits of North American Aviation, Los Angeles, addressed the group to pay tribute to the early-day founders of the foremen's club movement. He referred to the 2,700-member Dayton club as "the remarkable NAF child which is six years older than the parent organization." (The NAF was founded in 1925, having begun as an outgrowth of the Foreman's Club of Dayton which was founded in 1919.)

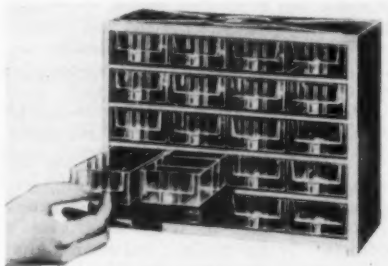
MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

For Additional Information Circle the Number on Service Coupon

NEW PLASTIC SAFETY LENSES

1201—A new line of safety lenses using two types of new plastic has been developed by the **United States Safety Service Company**. One type has an extremely hard surface, giving it super scratch resistance and longer life, yet weighs only half as much as safety glass. The manufacturer claims that on jobs where pitting and spatter are encountered, it will last 10 times as long as glass. The other type is extremely low in cost and is recommended for operations where short lens life is expected. They both meet federal specifications for impact and optical qualities.



"SEE-THRU" DRAWER CABINETS

1204—Production of a complete line of "See-Thru" drawer cabinets for small-parts filing and storage in factories and home workshops is announced by **General Industrial Company**. Shown is the Model J-20 which consists of twenty plastic spillproof drawers in a welded all-steel cabinet. Adjustable drawer dividers and identification labels are included. Other models include eight to 128 drawers, models with larger size or metal drawers, and portable models with carrying handles.

REMOVE THE THREAT OF SLIPPERY OILY FLOORS

1202—**Fine Organics, Incorporated** announce a new floor cleaner designed to remove greasy oil deposits on shop floors. It is particularly efficient on surface oils and blotches that are the cause of accidental slipping by operating personnel. Ready to use, this cleaner is safe for hands and skin and can be sprayed or brushed on floors.

TRACTOR SHOVEL

1203—Michigan's new one cubic yard capacity tractor shovel is a product of **Clark Equipment Company's** Construction Machinery Division, available in three models. Model 75-A, above, has four-wheel drive with rear wheel steering. Model 75-B, center, has bucket drive with rear wheel steering. Model 75-R, below, has rear wheel drive with bucket steering. The tractor shovels are being produced in six different models ranging in capacity from 15 cubic feet to 2¼ cubic yards. They will be available for delivery in the Spring.



CRATEX FREE TECHNICAL ABRASIVE SERVICE

1206—**Cratex Manufacturing Company** engineers will make a complete analysis of your burning, smoothing and polishing operations, and offer recommendations to lower production costs through the use of "rubberized abrasives." Special significance is given to the type of materials used, specifications that must be met and the result desired. Cratex's "Abrasive Application Analysis Form" is offered in order to take advantage of this free service.

JOB EVALUATION MANUAL ISSUED

1207—**John Marshall Associates** has just issued a new Job Evaluation Manual which offers smaller plants a better way to determine relationships between different jobs. It is of interest to those plants who cannot afford to hire engineering talent to evaluate jobs or determine rate ranges. The manual is simply presented so that an inexperienced person can easily grasp the fundamentals of job evaluation and install the right person at the qualified rate for each department.

It is a low-cost manual—circle proper number and we'll ask that they send you complete information.

FIRST AID KITS

1205—**Mine Safety Appliances Company's** new "Type D All-Weather First Aid Kit" exhibits new design and packaging features, a special color-identification system for packaged materials, and the first-aid items from inhalants to bandages are rigidly controlled to pharmaceutical standards by a quality control procedure whereby every unit carries an identifying key number. Individual Unit "D" packages feature simplified, fully illustrated instructions in large, clear type. A new blue color gives both the Unit "D" boxes and the kits a clean, distinctive appearance.



NEW SAFETY GLOVE

1208—A new safety glove has been announced which uses the steel box principle as employed in safety shoes, to provide protection from smashed fingers. Known as the "Free Touch" Armortip Safety Glove, it is manufactured by the **Wolverine Shoe and Tanning Corporation**. The glove is light in weight and so designed that the safety tips do not interfere with complete hand freedom of the workman.





LENS CLEANING STATION

1209—An ingenious new Heavy-Duty Lens Cleaning Station has been developed by the **Silicone Paper Company of America, Incorporated**. Eliminating bottles and pumps, the cleaning fluid includes anti-fogging properties and is packed in a pressure-packed can, 1,400 applications per can. The can is securely locked to the compact steel Dispenser which feeds the interfolded one-ply wiping sheets.

FOOT WARMER

1210—A new product, called Electro Mat, is now being made by **Interstate Rubber Products Corporation**. A lightweight foot warmer, it is small enough to be moved from machine to machine or from desk to desk without difficulty, and only consumes as much power as a 100 watt light bulb. Has many applications, including industrial machine operators, office workers and home workshops.

NEW POSITIVE-GRIP "TIP WRENCH"

1211—A new hand tool known as "Tip Wrench," designed to hold nuts, bolts and screws and tighten or loosen them in hard-to-get-at places is now being manufactured by **Smith Heat Treating Co.** "Tip Wrench" has scores of uses in many different manufacturing and maintenance fields for assembly and repair work. It is an Adjustable Socket Pocket-Wrench that is a combination self-adjusting Socket Wrench and Screw Driver.

Features include: 1. It grips, starts, tightens (or loosens) with just one setting. 2. It grips firmly. A nut or bolt won't slip or turn. For screws, the screw driver blades—one in each jaw—engage the slot in the screw head. 3. By thumb pressure on the plunger head, the jaws slide out and open, the nut bolt or screw is inserted, gripped firmly and as pressure is released the user is ready to go in and complete the job. 4. It is tough, rust proof and shockproof. 5. Capacity: No. 2 to No. 12 nut or screw.

MANAGE January 1954

NEW LITERATURE OFFERED

1212—Publication of an informative booklet in non-technical language on automotive storage batteries, entitled "**The Storage Battery, Its Fundamentals, Use and Maintenance**" is available from **The Electric Storage Battery Company**.

1213—A new booklet illustrating applications for hand and electric hoisting equipment has been announced by **The Yale & Towne Manufacturing Company**. Illustrated are the most suitable hoist for the "big" job, the "specialized" job, the "occasional" job and "every" job, showing how **Yale hoists** save time, money and manpower. Also compares differential, screw gear and spur geared hand hoists for relative efficiency and initial cost.

1214—A 52 page brochure disclosing the properties of **Silicon Carbide** and outlining manufacturing techniques is available from **The Carborundum Company**. Silicon carbide has been generally known for its use as an abrasive, where it is capable of grinding and polishing a wide range of metallic and non-metallic material. But it also possesses some unusual physical and chemical properties, and is finding increasing use in the manufacture of a number of other completely different types of products, as told in the free booklet.

1215—A 12-page, illustrated booklet to assist aircraft manufacturers in solving tough design and production problems by the proper application of adhesives, coatings and sealers is being made available by **The Adhesives and Coating Division, Minnesota Mining and Manufacturing Company**. Purpose of the booklet is to acquaint the user with the combination of **3M products**, aircraft industry experience and engineering services that are available to solve either simple or complex manufacturing problems.

1216—**Lathemaster** four-faced tool block and instant change tool holders are described in a new illustrated folder available from **Marvic, Incorporated**. How and why **Lathemaster** cuts tool set-up time to a minimum, how to speed work and how to increase lathe production is explained in the folder.

1217—A complete handbook describing **Fastening Specialties** has been issued by **Southco Division, South Chester Corporation**. A section is devoted to each of seven different fastener types: screw fasteners, blind rivets,

adjustable pawl fasteners, door latches, spring-grip fasteners, anchor nuts and door retaining springs. Each section has photographs, drawings, tables of dimensions and size, and descriptions.

1218—Tap sizes, thread forms and latest price information pertaining to standard specific taps are contained in a bulletin issued by **Detroit Tap and Tool Company**. In addition to tap form and size availability and prices, the booklet explains how specific taps are designed for greater manufacturing efficiency and longer tap life. Five sections list taps for: steel and tough materials, cast iron, aluminum, zinc die cast metals, brass, and plastic and bakelite.

1219—What percentage of personnel will follow safety and parking lines? How much parking space is saved when lines are laid as against random parking? What is the average cost per hour of moving misplaced stock? How much faster than hand marking are lines laid by the **Florline Marking Machine**? These and other interesting questions are answered in the new information folder of the **H. C. Sweet Company**.

1220—A new pocket size booklet released by **Nutting Truck and Caster Company** illustrates 32 different types of trucks for easier and safer material handling. The specifications and descriptions of these trucks, available in numerous standard sizes, include pertinent product data plus how-to-use it information.

Literature Offered in Ads

A1220—Available without cost for your program, training school or clinic, are movie films on production operations furnished by the **Denison Engineering Company**. (See page 31).

A1221—**Lincoln Extension Institute** (see page 34) offers 48 page descriptive brochure "Getting Ahead in Industry."

A1222—Save time and money in inspection with **Indicator Height Gage** and **Adjustable inspection block** of **Tiezmann Tool Corporation**. (See page 28). Bulletins 140 and 150 available.

A1223—**Alexander Hamilton Institute** offers a free 48-page book entitled "Forging Ahead in Business." (See page 9).

Note: Inquiries for the items listed above will not be serviced beyond February 28

MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1954

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BUREAU**

Please send me further information on items circled below:

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THE BIGGEST PROBLEM

(Continued from page 27)

they get accomplished by working with and through their employees.

Management wants supervisors who view the problem of employee relations in their respective departments as being just as much the supervisor's problem and responsibility as is a mechanical breakdown in the same department.

This is not to suggest, BNA people warn, that management feels that human problems are susceptible to the same impersonal, impassive sort of treatment as those of a mechanical nature. But it is to suggest that we in industry must meet our human problems with the same objectivity with which we handle our technical problems.

The driver-type, "Bull of the Woods" supervisor will resist the revolution which is occurring in industry. While he wouldn't suggest that production methods of 1890 be used, he sees no inconsistency in using horse-and-buggy methods of supervision. His solution for industry's human relations problems would be to get tougher with employees—"treat 'em rough and tell 'em nothing." He's disgusted with this new approach to human problems and feels that management is capitulating, giving up its traditional drive for discipline, and for quality, quantity, and low-cost production.

The opposite is true.

Progressive management wants better discipline and more production than ever. But it is reversing many of its ideas on how to achieve these goals. Management does not believe that man can or will work effectively under fear and threat. It does not believe that an employee will give his best to the job if he hates his boss. It does not believe that discipline can be maintained solely by force.

Progressive management fervently believes that the same democratic principles apply to employees on the job as they do to citizens of our country. That the

same respect for individual freedom, for opportunity to advance, for self-expression, for dignity and respect, and for a chance to have some say in the management of affairs, applies to companies as it does to democracies.

More than a score of years ago the late Justice Louis D. Brandeis said:

"We are just at the beginning of social attainments. When men begin to think as hard, as intensely,

Are You Really a Leader?

- Your leadership ability is the mainspring back of how high you will go in industry.
- Leadership can be **Learned** by **You**—as effectively as you can learn the mechanics of any job in your plant.
- The vital art of leading and handling people can be learned — by you — effectively and quickly through the natural and clear-cut method set out for you in the **Lincoln Factory Executive Training Program**. Lincoln home study training is designed to help you meet the challenge of today.
- Write for free 48 page descriptive brochure, "Getting Ahead In Industry."

LINCOLN EXTENSION INSTITUTE, INC.

1401 W. 75th St., Cleveland 2, Ohio

"The School of the Factory Executive"

Louis S. Vosburgh, President

J. Francis Carle, M.A.,
Educational Director

about their social problems as they have thought about automobiles, aeroplanes, and wireless telegraphy, nothing will be socially impossible."

This is happening today in industry.

As a supervisor you can play a key role in meeting the challenge of the biggest problem and the greatest opportunity on earth. Or you can sit it out on the sidelines.

The decision is up to you.

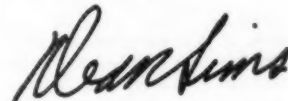
THE MANAGE FORUM

(Continued from page 6)

A drafting department supervisor at General Electric's Cincinnati plant took advantage of his NAF membership to seek aid in better budgeting time for members of his department. NAF men in three other companies—and especially Bendix Aviation in Kansas City—studied the problem and offered solutions from their own experiences. Within two months, the GE drafting department had realized a 20 per cent efficiency increase.

A sheet metal department foreman joined the NAF city club in his community, and within two years had become club president—and increased the direct labor efficiency of his department by 23 per cent. Now all his company's management force belongs to the NAF.

It is a personal privilege to be a member of management, but only as long as you respect your obligation to manage in the best interests of the company that has faith in you. The NAF wants to help you do that—in 1954 if not before.



APPRECIATION

To the Editor:

While we are aware of the fact that thousands of folks are members it seldom occurs to some of us that the folks at "home base" provide the equipment and drive necessary to existence. With this thought in mind I wish to convey the sincere appreciation to you and the force there that there are some who appreciate your great efforts.

Unfortunately, it is impossible for me to attend many meetings inasmuch as my work on second shift is in conflict with the meeting time. However, I have had the pleasure of attending some and found them to be much more than anticipated. I personally feel that the local group are in good hands.

I take pride in my membership and plan to continue as long as physically possible.

Most sincerely yours in appreciation, I am

Fraternally, a booster,

E. W. Tipton
Douglas

Santa Monica Division
Santa Monica, California

Footprints on the sands of time are not made sitting down.

MANAGE January 1954

This is a FOREMAN



If he is pleasant, he is too familiar.

If he is sober-faced, he is a sour puss.

If he is young, he doesn't know anything.

If he is old, he is an old stiff.

If he belongs to a lodge, the members expect favors.

If he goes to church, he's a hypocrite.

If he doesn't, he's a heathen.

If he drinks, he's an old souse.

If he doesn't, he's a tightwad.

If he talks to everybody, he's a gossip.

If he doesn't, he's stuck up.

If he insists that the rules of the shop be kept, he's too particular.

If he doesn't, he's careless.

If he looks around, he's snooping.

If he doesn't, he's unobservant.

If he tries to settle all complaints, he must have the wisdom of Solomon.

If he worries about them, he'll soon be crazy.

He should have the patience of Job, the skin of a rhinoceros, the cunning of a fox, the courage of a lion, be blind as a bat, and silent as a sphinx.

What a Man!

FOR THE BEST IN *SAFE*,
 THOROUGH, FAST CLEANSING OF
 REALLY *DIRTY* SKIN AND TO
 HELP PREVENT INDUSTRIAL
 DERMATITIS - ALWAYS LOOK
 FOR THE PAX ROOSTER
 and the NAME
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Heavy Duty
 GRANULATED
 SKIN CLEANSER

When you specify any PAX Product you get as an extra dividend the experience, ability and special know how of our PAX Research and Testing Laboratory, acquired through more than a quarter-century of continuous research and development.

PAX Products are distributed nationally through PAX Warehouses and Jobber Stocks. Ask us for the name of your nearest distributor.



PAX-LANO-SAV Heavy Duty Granulated Skin Cleanser has been awarded the Seal of Acceptance of the Committee on Cosmetics of the American Medical Association.



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